

# FINANCIAL TIMES

on early peak



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Uganda Vehicle fleet  
management

Pages 11-14 Separate section

## Britain submits plan for cattle cull to Brussels

Britain's dispute with the rest of the European Union over beef exports appeared closer to resolution yesterday when London sent Brussels its long-awaited proposals for a selective slaughter of cattle to curb mad cow disease. The move marked the first sign of a breakthrough in the five-week old crisis sparked when the UK government disclosed a possible link between BSE and a fatal brain disease in humans. London is proposing to cull about 42,000 cattle believed to be most at risk from BSE. Page 10

### Boost for Northern Ireland peace process

Northern Ireland's moderate nationalist SDLP party and Sinn Fein, the political wing of the anti-British IRA, agreed to contest elections in the province next month. The poll should result in a forum from which all-party peace talks can be launched. Sinn Fein president Gerry Adams (left) said his party was participating to seek backing for its peace strategy but would not take part in the forum. Page 10

**PLO votes to change anti-Israel charter:** The Palestinian parliament-in-exile voted by a big majority to amend clauses in the charter of the Palestine Liberation Organisation which call for Israel's destruction. Israel has made the amendments a condition for moving its troops from part of the West Bank town of Hebron and for starting talks on the final status of Palestinian areas. US peace shuttle switches to Lebanon. Page 7

**Nomura profits surge:** Buoyant bonds helped Japan's Nomura, biggest of the country's "big four" stockbrokers, to a thirteen-fold rise in annual pre-tax profits to Y15.5bn (\$850m) - the best result from a Japanese house for five years. Page 19

**Cult leader in court:** Japanese cult leader Shoko Asahara refused to plead on the opening day of his murder trial for the Tokyo subway nerve gas attack of March 1995. Page 4

**UN orders releases:** The UN tribunal for Yugoslavia in The Hague ordered the immediate provisional release on humanitarian grounds of Bosnian Serb general Djordje Djukic, who has cancer, but the war crimes charges against him will be maintained. Nato bans Bosnian army flights. Page 3

**Yeast yields genome secrets:** Scientists have completed a seven-year project to "map" yeast's genetic material. The knowledge should help research into human disorders, speed drug design as well as benefiting brewers and bread makers. Technology, Page 22

**Soe to ease labour laws:** South Korea is to revise its restrictive labour laws to get in to the Organisation for Economic Co-operation and Development, president Kim Young-sam indicated. At present there can be no more than one union in a company, third parties are barred from intervention in disputes and unions cannot give money to political parties. Page 16

**UK oil bonanza rolls on:** Britain's North Sea oil and gas bonanza could last until the mid 21st century, a minister said, confounding fears that the industry would decline in the 1990s. Oil production last year reached a high of 130m tonnes. Page 10

**SmithKline Beecham Biologics:** An arm of Anglo-US healthcare group SmithKline Beecham, is to build a vaccine plant in Changsha as the start of a \$100m investment plan for China.

**Major condemns Eurosceptics:** Britons who favour withdrawal from the European Union are living in "cloud cuckoo land", UK prime minister John Major said. His remarks were partly aimed at billionaire Sir James Goldsmith, who is financing a new party to campaign for a referendum on the UK's relationship with the EU. Page 10

**FedEx chief attacks UK air policy:** Federal Express chief Frederick Smith, accused Britain of running a restrictive aviation policy. The world-leading parcels group is to expand its main European distribution centre in Paris. Page 19

**Chechen leader confirmed dead:** Chechen rebel commander Shamil Basayev confirmed that separatist leader Dzhokhar Dudayev had been killed. He said Dudayev's deputy, Zalmukhan Yandarbiyev, had taken over as rebel leader. Page 2

**Cambodia offers haven:** Cambodian first prime minister Prince Norodom Ranariddh offered well-educated Hong Kong residents citizenship so they can help rebuild the war-ravaged country.

**STOCK MARKET INDICES**

	EUROPE	AMERICA
Dow Jones Ind Av	5,583.45	(-43.14)
NASDAQ Composite	1,773.15	(-4.29)
Europe and Far East		
CAC40	2,122.10	(-10.12)
DAX	2,583.25	(-11.92)
FTSE 100	3,877.75	(-15.4)
Index	22,302.05	(-62.17)

**US LUNCHTIME RATES**

	FEDERAL FUNDS	3-MONTH LIBOR	10-YR BOND	YIELD
USC 3-10 yr	5.5%	5.5%	5.5%	5.5%
France 10 yr DTY	10.5%	10.5%	10.5%	10.5%
Germany 10 yr Bond	9.73	9.75	9.75	9.75
Japan 10 yr JGB	9.74	9.75	9.75	9.75

**M OTHER RATES**

	DM 3-MO LIBOR	DM 10-YR BOND	DM 10-YR DTY	DM 10-YR JGB
DM 3-MO LIBOR	5.5%	5.5%	5.5%	5.5%
DM 10-YR BOND	9.75	9.75	9.75	9.75
DM 10-YR DTY	10.5%	10.5%	10.5%	10.5%
DM 10-YR JGB	9.75	9.75	9.75	9.75

**M NORTH SEA OIL (Averages)**

	BRITISH DOLLAR	DM	TOKYO \$	YEN
Average	\$20.35	(2.00)	2,282	2,280

Unions vow to launch campaign against reform plans after talks fail

## Setback on German work unity

By Peter Norman in Bonn and Wolfgang Münchau in Cologne

German unions yesterday vowed to launch a public campaign against government welfare and employment reforms after the collapse of talks aimed at building a consensus among employers, the unions and the government.

The breakdown of the tripartite talks coincided with a declaration from the head of the country's main employers' body that the traditional consensus model of industrial relations had failed.

Mr Dieter Schulze, head of the German trade union federation (DGB), accused chancellor Helmut Kohl's government of failing

under the influence of big business and turning its back on the welfare state after Bonn announced it would legislate to curb Germany's generous sick pay and ease rules giving workers protection against dismissal.

The DGB leader said the meeting in the chancellery was frosty and marked "a shift away from the search for consensus towards conflict". He said Mr Kohl, who called the Tuesday night talks to reach agreement on a range of policies to strengthen Germany's economy and boost employment, showed no awareness of social injustice and in this respect appeared "no longer in control of his actions".

The moves came amid growing

against government plans, due to be announced tomorrow.

A joint statement by five union leaders who attended Tuesday's talks accused the government of contributing to an "alliance against jobs" rather than the alliance for jobs - the union-proposed trade-off between pay restraint and job creation that has been at the centre of government and union efforts to cut Germany's unemployment of more than 4m since late last year.

The statement rejected legislation to restrict sick pay and said plans to ease the rules restricting dismissals "meant Germany's entry into the US system of hire and fire". Planned changes to

pensions, including a rise in the pensionable age for women, would "boost unemployment and be poison for public budgets".

Mr Kohl yesterday continued internal government discussions on the package of spending cuts, welfare changes, tax reforms and deregulation in preparation for their disclosure to MPs of the coalition parties late today.

In an interview before the talks, Mr Hans-Olaf Henkel, president of the Federation of German Industry, said the German trade union movement was facing terminal decline, and suggested that Germany would move increasingly towards an Anglo-Saxon style emphasis on individual self-reliance.

Brussels vetoes platinum merger in S Africa

By Neil Buckley in Brussels, Mark Ashton in Johannesburg and David Lissaman in London

The European Commission yesterday vetoed the proposed merger of the South African platinum interests of Lonrho of the UK and South Africa's Gencor on the grounds that it would have left the world's platinum market in the grip of a duopoly.

It also issued a clear warning that any attempt by Anglo American, South Africa's largest company which also has extensive platinum interests, to take control of Lonrho was likely to be blocked for similar reasons. Anglo American took a 6 per cent stake in Lonrho last month.

The decision, announced by Mr Karel Van Miert, European competition commissioner, is only the Commission's fifth veto of a merger since it was given responsibility for vetting large mergers involving European Union companies in 1990. It is the first time the Commission has blocked a merger of companies' interests located entirely outside the EU.

Impala Platinum Holdings, Gencor's platinum company, pledged to challenge the decision in the European Court of Justice.

Mr Van Miert said if the merger had been allowed, it would have left the new company and Anglo American's platinum business, Amplats, with control of more than 60 per cent of the world platinum market and 90 per cent of world reserves.

He said the platinum market's concentrated nature would have made it difficult to restructure the deal to meet the Commission's competition concerns. Gencor had offered "behavioural remedies", including pledges not to cut production and to invest in new capacity, but these were ruled insufficient.

Mr Dieter Bock, Lonrho's chief executive, said he was "puzzled" that the Commission had prevented a transaction "to which European consumers had very little exposure".

Lonrho is unlikely to appeal against the decision and it has

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Continued on Page 18  
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Anger at Brussels, Page 2



Russian leader Boris Yeltsin (centre) and China's president Jiang Zemin (far left) in Tiananmen Square, Beijing, reviewing the honour guard welcoming Mr Yeltsin at the start of a three-day visit to China during which more than a dozen trade and other agreements will be initiated. Report, Page 4

By David Wighton, Patrick Harverson and Robert Peston in London

The UK government surprised London's business district and threw the electricity industry into renewed turmoil yesterday by blocking bids by National Power and PowerGen for two of the UK's largest electricity distributors.

The decision, which overturns the recommendation of the UK Monopolies and Mergers Commission, opens the possibility that National Power and both distributors, Southern Electric and Midland Electricity, will be kept separate at the time of privatisation.

However, the government issued a veiled threat to Southern Company, the UK utility which has expressed an interest in bidding for National Power.

A colleague of Mr Ian Lang, UK trade and industry secretary, pointed out that the government retained golden shares in both National Power and PowerGen which prohibited any other company from holding more than 15 per cent of their shares.

He said there was "no possibility" of the government simply

waiving this restriction if Southern or another company made a bid.

Investors had expected the bids for the distributors to be cleared. The mergers would have created two vertically integrated groups, bringing together electricity generation with distribution which were kept separate at the time of privatisation.

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Should Gencor shareholders accept, the sale will sever Mr Black's links with the UK stock market.

He first bought into the newspaper group in 1985, taking the company public in June 1992, but retaining a majority control.

The Telegraph offer is Mr Black's second attempt within a year to buy the group. An attempt 10 months ago failed when the independent directors representing the minority shareholders rejected his offer, thought to be around 470p-a-share, as too low. The new 560p-a-share offer, which is being recommended by the independent directors, comes with a special dividend of 10p a share in London. The Telegraph shares rose 96p to 559p. Gencor shares were trading at \$12.35 on Wall Street, down one-eighth.

The offer values The Telegraph at \$763m.

Mr Colson said the difference between the two offers for The Telegraph reflected the swiftly changing fortunes of the UK newspaper industry.

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Should Gencor shareholders accept, the sale will sever Mr Black

## NEWS: EUROPE

Russian military denies reports that Dzhokhar Dudayev was killed in rocket attack and blames local feuding

## Chechen leader's death threatens renewed instability



A metaphor for the collapse of the Soviet Union: the late Dzhokhar Dudayev at a press conference in the Chechen capital, Grozny, last year

By John Thornhill in Moscow

Mr Dzhokhar Dudayev, the rebel Chechen leader, has been killed, Chechen and Russian sources independently confirmed yesterday. His death threatens to provoke a fresh wave of instability in the troubled Caucasian region.

Although reports are still confused, several Chechen officials said Mr Dudayev had died in a Russian rocket attack on Sunday night while talking on a satellite telephone in a field near the village of Gekhi-Chu.

He was buried yesterday in a southern Chechen cemetery.

The Russian military commander in Chechnya denied any involvement in the attack, suggesting Mr Dudayev had

fallen victim to internal Chechen feuding. "Federal forces had nothing to do with the death of Dzhokhar Dudayev," General Vyacheslav Tikhomirov said.

But a Russian interior ministry official contradicted this line, claiming Mr Dudayev had been killed in an "act of retribution".

The slight, moustachioed Mr Dudayev, a former Soviet air force general, declared Chechnya's independence from Russia in 1991 and led the spirited resistance movement which continues to defy the Kremlin.

Chechen officials said his death would unite their people and spur them into resisting Moscow with "trebled energy".

The tragic death of the first

president of Chechnya has not

broken the Chechen people, who are prepared to continue the struggle started by Dzhokhar Dudayev, for their independence," said Mr Zelimkhan Yandarbiyev, who has taken over as Chechen leader.

Russian President Boris Yeltsin, whose chances of re-election have been blighted by the Chechen conflict which has left more than 30,000 dead, blamed Mr Dudayev for starting the war and spurning the Kremlin's latest peace overtures.

"With or without Dudayev

we shall end everything in

peace in Chechnya," Mr Yeltsin said yesterday in the far eastern town of Khabarovsk before leaving for China.

But Mr Mintimer Shaimiev,

the president of the central

Russian republic of Tatarstan,

is trying to mediate in the

conflict, cast doubt on the

prospects for peace and fore-

cast a further deterioration

of the situation.

"Now it is unclear how his

[Dudayev's] cohorts will

behave in this situation,

whether they will remain as

united and obsessed by their

own internal goals as they were

under Dudayev or whether

they will be split and

their ideas will be polarised."

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Recent bombardments of

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It seems likely that more

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## Tietmeyer warns social partners on jobs

By Peter Norman in Bonn

Mr Hans Tietmeyer, the Bundesbank president, yesterday warned Germany's employers and trade unions that they carried the main responsibility through collective bargaining on wages and conditions for cutting unemployment - more than 4m at present.

In the Bundesbank's annual report, he stressed that German business needed to operate in more calculable and stable conditions over the long term than had been possible in the

five years since unification. Producing these conditions also required a breaking down of regulatory rigidities, a thorough-going consolidation of the public finances, including the social security system, and reductions in taxes and other levies, he said.

The Bundesbank's report, released only hours after the trade unions broke with the government and employers over measures to boost the economy by curbing workers' rights, was moderately optimistic about Germany's economic prospects this year.

However, in his foreword, Mr Tietmeyer said a concerted effort was needed if Germany was to meet the Maastricht public sector deficit criterion of 3 per cent of gross domestic product by early 1996, when a decision would be made on which countries should join economic and monetary union.

In a reference to the negotiations in the government on spending cuts and welfare changes, he said guidelines on financial and social policy needed to be fixed soon because of the long lead times for decisions to

take effect. The report "emphatically rejected" any idea of weakening the Maastricht criteria to facilitate the start of Ecu and the European single currency on the planned date of January 1, 1999.

In a passage of importance for the UK, it stressed that all criteria - including that requiring two years' membership of the exchange rate mechanism of the European Monetary System - should be considered of equal importance.

While admitting that Germany had got off to a bad start in 1996 because

of the harsh winter and that growth for the whole year would be modest, the central bank said the prospect of an economic recovery in the second half "had moved a bit nearer" in recent times.

The Bundesbank said outlook for an upturn in exports was "altogether favourable". Germany's visible trade surplus, which nearly reached DM100bn (865.7bn) last year, had moved to pre-unification levels, while last year's sharp appreciation of the D-Mark had largely reversed itself.

### EUROPEAN NEWS DIGEST

## Rise in German insolvencies

The number of corporate insolvencies in Germany in January rose 13.6 per cent from a year earlier, while the Ifo research institute said demand in the manufacturing industry in March was "weak" and the general situation in the sector had worsened from February.

Germany's federal statistics office reported yesterday that insolvencies rose to a total of 1,888, following December's 10 per cent year-on-year rise in corporate insolvencies to 2,174.

Ifo said in its March economic survey that capacity utilisation fell to 81.9 per cent in the first quarter from 84 per cent at the end of December. Orders on hand in March were equivalent to 2.7 months of production, compared to 2.5 months at the end of December. But Ifo said there was an increase in the number of companies which regard the level of outstanding orders as too low.

Companies were more pessimistic about the general outlook for the next six months and less confident about export prospects. Companies in some sectors remain just as sceptical about business prospects as in February, the research institute said.

AFX, Wiesbaden, Munich

### Italy's poll winner sees rate cut

Mr Walter Veltroni, deputy leader of the Olive Tree alliance which won the Italian general elections, said he foresaw a cut in the Italian discount rate of at least 1 per cent within the next few months.

In an interview with the weekly news magazine, Panorama, Mr Veltroni said the cut would mean an extra £20,000 (\$12,900) would be available to get the Italian economy "in motion".

Meanwhile, Mr Paule Garonna, director general of the Italian statistics bureau, said any rate cuts would have to wait until the government's mini-budget, due by May 15, and the reactions of the financial markets.

"If the financial markets welcome the new centre-left government's fiscal and economic programme, the lira will be strong enough to make possible a re-entry into the European exchange rate mechanism," Mr Garonna said. Agencies, Rome

### EU requires belts on buses

The European Union has agreed that new coaches and mini-buses will have to fit seat belts for all passengers. The decision was taken on Tuesday after EU ministers hammered out a deal on phase-in dates for new rules.

From 1999, all new designs of mini-bus will have to have three-point seat belts, officials said. All designs would have to comply by 2001. Between those two dates, vehicles approved beforehand will continue to be sold. For medium-sized and large coaches, the agreement is for two-point belts and energy-absorbing seats for new vehicle types from 1997 and for all new vehicles from 1999.

Reuter, Brussels

### French growth revised down

France's gross domestic product in 1995 grew 2.2 per cent, revised down from a preliminary estimate of 2.4 per cent, the national statistics bureau, Insee, reported yesterday.

The country's fourth-quarter GDP shrank 0.4 per cent, a steeper decline than the 0.3 per cent estimated earlier. Insee also revised second- and third-quarter 1995 growth to 0.1 per cent for each quarter, from 0.2 per cent. First-quarter growth was left unchanged at 0.7 per cent. Mr Alain Lamassoure, budget minister, blamed the downward revisions on the national strikes late last year.

AP-DJ, Paris

### NEWS: THE AMERICAS

#### Landmark bill passes US Senate

## Healthcare reform starts to take shape

By Jurek Martin in Washington

The health insurance bill passed by the US Senate on Tuesday may be the country's largest medical reform measure of the last 30 years - but its progress into the statute books is far from assured.

Significant differences exist between the bills passed by both chambers of Congress and President Bill Clinton is poised to veto any compromise legislation that emerges from the joint conference committee which includes controversial provisions approved by the House.

Even the composition of the conference committee was a matter of dispute yesterday. Moderate Republicans and Democrats on the Senate labour committee temporarily blocked a move by Senator Bob Dole, the majority leader, to weight Senate representation on the panel in favour of conservative members from the finance committee.

The Senate bill, co-sponsored by Senators Edward Kennedy, the Democrat from Massachusetts, and Nancy Kassebaum, the Kansas Republican, was eventually passed by an unusual 100-0 vote. But Mrs Kassebaum repeated her warnings that the House of Representatives version was unacceptable to her, while Mr Dole said that aspects of the Senate bill would never get through the House.

The Kennedy-Kassebaum measure is a pale shadow of Mr Clinton's failed healthcare proposals of 1993-94, which the president has recently admitted were too complex. Nevertheless, it constitutes the first substantial reform of any part of the health insurance regime since the creation of Medicare and Medicaid, covering the elderly and the poor, in the mid-1960s.

Their bill would make insurance more portable from job to job and sharply limit exclusions

from coverage for those with existing medical conditions - both features of the House bill. It would gradually increase tax deductibility for the self-employed from 30 to 80 per cent of premium costs.

But it would also require insurers to provide coverage for mental illnesses comparable to that available for physical ailments. Senator Pete Domenici, the Republican from New Mexico, captured the mood of the Senate precisely when he said that existing low coverage for mental illness was "one of the real continuing injustices in America today".

Senators Dole, Kassebaum - as well as much of the insurance industry - believe, however, that this would inevitably lead to a steep increase in premiums and thus might persuade companies to stop offering insurance to their employees.

The House version includes the creation of medical savings accounts (MSAs) and places limits on malpractice lawsuits against doctors and hospitals, both rejected by the Senate, partly for political reasons but mostly in order to keep its bill as uncomplicated as its co-sponsors wanted. Mr Clinton has said that he will veto any final bill that includes either.

MSAs would enable healthy people to set aside funds for future medical problems in special tax-deferred accounts. Its critics claim this favours the rich and could also lead to an increase in general premiums if the insurance pool were stripped of those making few medical claims.

Neither bill addresses the problem of the uninsured, a central plank in the Clinton proposals. These were estimated at 37m people two years ago and now probably exceed 40m. As Mr Kennedy told the Senate: "This legislation is not comprehensive health reform, but it is proof positive that progress is again possible."

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MSAs would enable healthy people to set aside funds for future medical problems in special tax-deferred accounts. Its critics claim this favours the rich and could also lead to an increase in general premiums if the insurance pool were stripped of those making few medical claims.

Neither bill addresses the problem of the uninsured, a central plank in the Clinton proposals. These were estimated at 37m people two years ago and now probably exceed 40m. As Mr Kennedy told the Senate: "This legislation is not comprehensive health reform, but it is proof positive that progress is again possible."

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## NEWS: ASIA-PACIFIC

# Strike cripples Sri Lankan tea plantations

By Amal Jayasinghe  
in Colombo

An unprecedented work stoppage has crippled plantations in Sri Lanka, the world's largest exporter of tea, and added to the woes of the country's war-battered economy, trade unions and officials said yesterday.

An estimated 800,000 workers in the tea, rubber and coconut estates are on a strike, demanding a 10.5 per cent wage increase which the government says it cannot afford because the industry is only just recovering from a prolonged slump. The strike will continue until Saturday, when leaders will decide on whether to step up their action.

"The strike is a tremendous success," CWC spokesman Mr P. Anthonymuttu said. "But it is seen by financial analysts as a double blow to the country's foreign investment prospects.

Labour unrest comes hot on the heels of stepped-up Tamil rebel attacks against economic targets in the capital, Colombo.

Less than two weeks ago, the Tamil Tigers tried but failed to bomb Colombo harbour. The guerrillas, however, caused widespread concern with the bombing of the Central Bank on January 31, killing 91 people.

The tea and rubber plantations, which account for about a quarter of the country's total exports, are being put up for sale under the government's ambitious privatisation programme, which hopes to attract foreign investors.

The government hopes to earn \$420m in total from the sale of state assets such as telecoms, national airline and the plantations, and the money is to finance the budget deficit this year.

Ay shorfall will further widen the deficit, which in last November's budget was forecast to reach 9 per cent of gross domestic product for 1996.

A severe drought and electricity shortages have also added to the headaches of the government.

The defence budget, estimated at \$670m for 1996, is threatening to go up with the escalation of fighting between government forces and Tamil Tigers.

The war effort against the Tamil Tigers in 1995 absorbed \$840m or nearly a 10th of government revenue. With the fighting causing more deaths every day, the tiny Colombo Stock Exchange has been seeing a steady decline.

"The market seems indifferent to the tea strike or any other development," senior broker Mr Elton Ebert said. "The market is so depressed it is difficult for it to go down any more."

# Timing Japan's interest rate rise

Gerard Baker on false noises and real signs for monetary authorities

The world's leading finance ministers generally try to avoid giving each other public instructions about how they should be conducting their national monetary policies. The spring meetings of the Group of Seven finance ministers and the International Monetary Fund are usually treated instead as an opportunity to present an image of orderly co-ordination of policy among friends.

It was with slight irritation, then, that last weekend the Japanese authorities attending this year's G7/IMF meeting in Washington received the stern admonitions of Mr Robert Rubin about the future course of Japanese policy. The US Treasury secretary voiced concern at the prospect that Japan might be about to end its long period of monetary accommodation and move to raise interest rates.

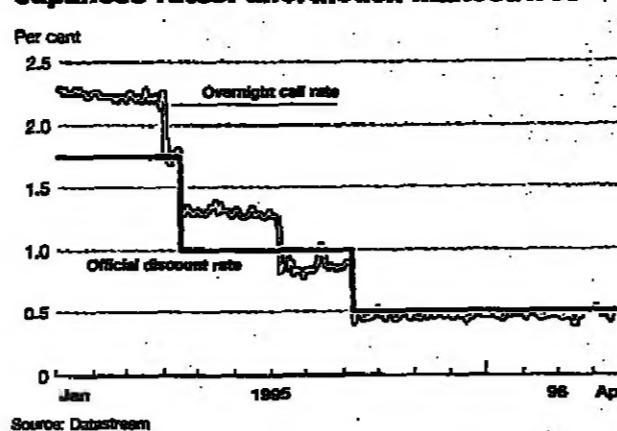
"Prospects in Japan have improved since we last met. But risks remain, and an early tightening of policy could undermine the recovery," he said.

Though they quickly played down any suggestion of a rift, Mr Wataru Kubo, the finance minister, and Mr Yasuo Matsushita, the governor of the Bank of Japan, know very well that Mr Rubin was consciously adding to the pressure on them as they approach a critical stage in their deliberations on interest rate policy.

Mr Rubin's worries are understandable. Japan's record-breaking monetary easing of the last year has proved just for Japan, but for the whole world. Since the official discount rate was cut to an all-time low of 0.5 per cent last September, the Japanese economy has at last broken free of the recessionary grip that had held it for four years. Output

growth in the fourth quarter of

## Japanese rates: unorthodox manoeuvres



Source: Datastream

last year was an annualised 3.6 per cent and is expected to remain above 2.5 per cent.

As Japan's markets have gradually opened up, that improvement has translated much more fluently into increased Japanese demand for world output.

And the same low interest rates have also benefited financial markets. The Bank of Japan's injections of liquidity aimed at keeping rates low have contributed to the dollar's sharp rise in the last six months and have even assisted overseas bond markets. A change in policy now would threaten both real economic performance and the stability of global capital flows.

But for some weeks, Japan's policy makers have been issuing dark hints about the need for an increase in interest rates. Just last week, days before the Washington meetings, Mr Matsushita again mused publicly that low interest rates had been one of the main causes of the asset price inflation of the "bubble" economy in the 1980s - a mistake, he suggested, that would not be made again.

Is the largesse about to end?

Monetary indicators cer-

tainly point in that direction. Narrow money supply is growing at an annual rate of 16 per cent, though broader money growth is much slower. And with the stock market rising fast, Mr Matsushita's reminder about the policy errors that led to the bubble economy appears timely. The bond market is discounting cautiously, a rise in Japanese interest rates, perhaps, within weeks.

This still looks premature. Though the economy is gradually recovering, inflationary pressures remain mild. The recession was so deep that the decline in production has opened up a huge gap between Japan's actual output and its potential output - estimated by the Organisation for Economic Co-operation and Development to be at about 4 per cent of gross domestic product. This suggests the economy could grow for some years at current rates without the risk of re-igniting inflation.

An additional constraint on policy will be the tightening of fiscal policy that is likely to take place over the next year or so. As the government looks to restore its finances, it will want to use low interest rates to compensate for

the timing of the sale -

which if completed in a single tranche would be much bigger than any previous self-off - is delicate. Australia has been moving towards a deregulated telecommunications market, and Telstra's former monopoly position has already been eroded in the long-distance and cellular markets. Optus, its principal competitor, is due to start offering local telephony services shortly, via Optus Vision, its cable associate.

## ASIA-PACIFIC NEWS DIGEST

# Car output falls in Japan

The declining role of Japan as the world's manufacturing base for vehicles was underlined yesterday, with industry statistics indicating that domestic vehicle production declined last year for the fifth consecutive year.

The Japan Automobile Manufacturers' Association said that last year vehicle production in Japan dropped 5 per cent to 10.1m units. This is the first time in the industry's history that production has fallen five years in a row. Production in March was down 11 per cent month-on-month to 933,245 units, the association noted.

The decline reflects the ongoing shift of manufacturing overseas by Japanese carmakers. As they face pressure from a high yen, trade friction and the growing need to compete globally for markets, Japanese carmakers have stepped up production in regional markets.

Michio Nakamoto, Tokyo

## Optimism on China growth

China's economic growth this year is expected to exceed the target of 8 per cent and range closer to last year's 10.2 per cent GDP increase, according to the "1996 Financial Outlook" released by the People's Bank. The bank also expressed cautious optimism about China achieving its target of a 10 per cent increase in retail price inflation compared with 14.5 per cent in 1995.

The forecast predicts a narrowing of China's trade surplus, which reached \$16.95bn last year, according to Chinese customs statistics. In the first quarter of this year exports were down 8.7 per cent and imports up 22.2 per cent compared with the same period last year.

Tony Walker, Beijing

## Australian wage inflation slows

Australia's rate of wage growth slowed in February, lifting hopes that Australia could avoid a rise in interest rates in the short term and could even move towards a rate cut.

Yesterday's figures showed average weekly earnings rising 0.4 per cent in the February quarter, to give year-on-year rate of wage inflation of 4.2 per cent. Private-sector economists had expected a figure near 5 per cent.

Meanwhile, Australia's federal department of employment announced it would cut 1,283 jobs, or about 8 per cent of the total, as part of the new coalition government's drive to reduce the budget deficit.

Nikki Tait, Sydney

## Aum cult leader starts trial

Mr Shoko Asahara, the religious cult leader, yesterday returned to the centre of Japanese attention on the holly awaited first day of his trial on 17 charges of murder, attempted murder, and illegal drug production.

Tokyo has not seen such heavy security since the day last May, when Mr Asahara terrorised the capital's citizens by prophesying a second gas attack.

To the charges, Mr Asahara made no reply, beyond a brief speech in which he said he cared nothing for the pain resulting from his mission to bring his followers to "absolute freedom, absolute happiness and absolute joy."

The trial, which could last up to 10 years including appeals, continues today.

## Pepsi Cola bows out of Burma

Pepsi Cola, the US drinks group, is to sell its 40 per cent stake in its joint venture in Rangoon, bowing to pressure in the US over Burma's human rights record.

The chairman of Pepsi Cola Products Myanmar yesterday said that the company would sell its stake to its local partner, under a new agreement the local company will continue to bottle and sell Pepsi and three other soft drinks under licence from the American company for at least five years.

Pepsi Cola's joint venture accounts for 85 per cent of the 6m cases of soft drink sold in Burma; by contrast it controls only 41 per cent of the cases sold in neighbouring Thailand.

William Barnes, Bangkok

# Mongolia aims to capitalise on its reforms

By Peter Montagnon, Asia Editor, in London

There is an old Mongolian saying about hardship, says the country's President Punsalmaagiin Ochirbat. If it is quick and sharp, then even longer happiness will follow.

In London on an investment mission yesterday, he argued his country was finally on the verge of long happiness after several traumatic years of economic reform. Last year's 6.8 per cent growth was almost respectable even by the demanding standards of Asia.

Moving from communism to a free market economy was never going to be easy despite Mongolia's rich endowment in natural resources, Mr Ochirbat said. But that did not mean it was wrong to move speedily on reform after the breakdown of communism in 1991.

Initially, living standards collapsed, creating serious and still unresolved social problems, including a sharp rise in unemployment and homelessness, especially among young children. In the worst year of 1992, the economy contracted by 9.2 per cent and inflation soared to 325 per cent.

But Mr Ochirbat said the economy was now recovering. Capital investment rose 25 per cent to \$150m last year. Industrial output was up nearly 21 per cent. Inflation is officially forecast to fall to 35 per cent this year from 53 per cent in 1995, and businessmen say about 50 mining companies are looking at ways of exploiting large deposits of gold, molybdenum and copper.

The improving economy would create scope for dealing with some social problems, Mr Ochirbat added. But it was a sign that Mongolia, the first Asian country to espouse communism and the first to reject it, was well ahead in its process of transition.

Democracy, too, was taking firmer hold, with a multi-party system enshrined in the constitution. The president, who leans to the left-wing opposition Mongolian Social Democratic party, has cohabited reasonably comfortably with a government formed by the conservative Mongolian People's Revolutionary Party (MPRP).

The latter is expected to win the general election due on June 30, when the government's term expires. Mr Ochirbat remains favourite for the presidential election in 1997.

Not all difficulties were over, he said. Inflation is too high and Mongolia has to renegotiate its trouble debt with Russia.

Agreement was close on this, he said. Businessmen say the biggest obstacles remain the shortage of infrastructure and electric power.

With a population of 2.3m and over 25m head of livestock, Mongolia has an even bigger ratio of animals to people than New Zealand. With such a low population it could also become rich like Kuwait if it could exploit its mineral resources.

But it is three times the size of France, with few paved roads. Energy is scarce, as is money for infrastructure. Oil companies are prospecting; Mr Ochirbat is "optimistic" Mongolia will soon have its own oil products.

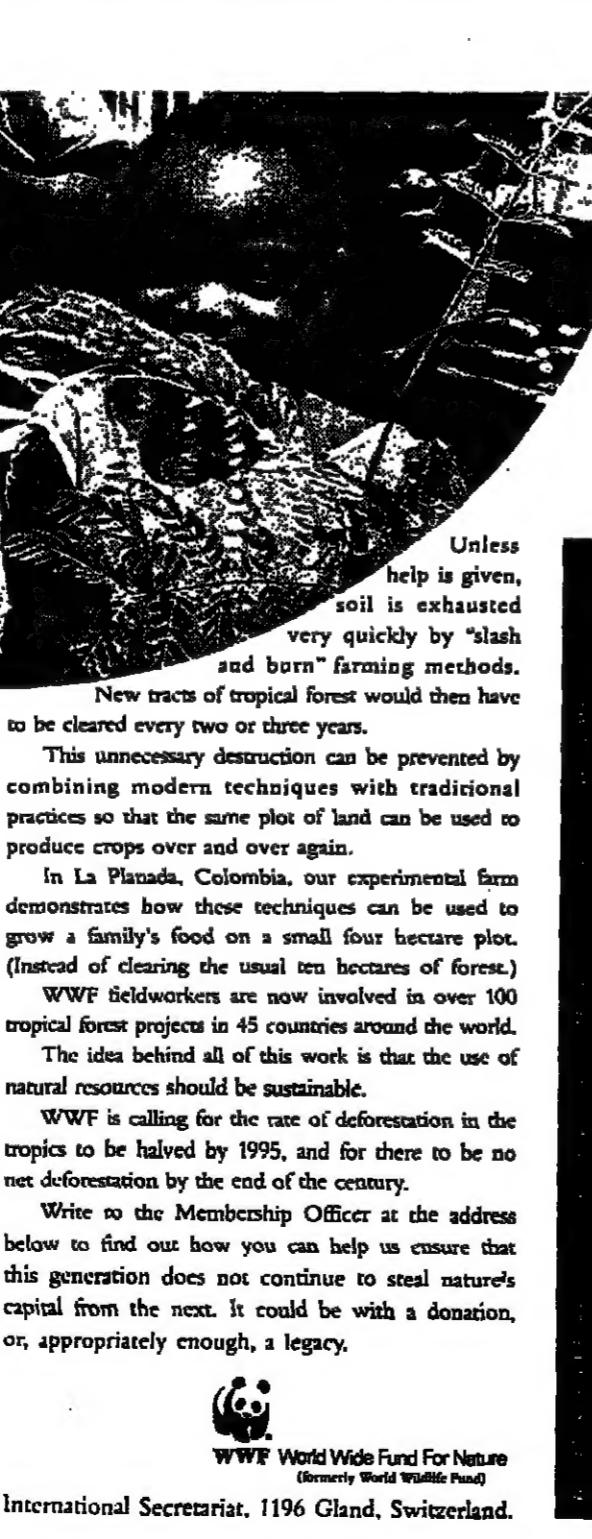
The improving economy would create scope for dealing

with the problems of happiness being guaranteed.

## MONGOLIA: ON THE MOVE

	1990	1992	1994	1995
Exports (\$USm)	60.7	368.4	387.5	391.6
GDP growth (%)	2.5	-0.5	2.3	6.3
Inflation (%)	325.5	433.3	353.1	250.2
Unemployment (%)	54.0	74.9	45.1	45.1
Total foreign aid (\$USm)	70.4	200.4	182.9	206.2

Source: Mongolian government



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## NEWS: WORLD TRADE

# Airbus likely to partner China on new 100-seat jet project

By Michael Steaples in Toulouse

Airbus Industrie, the aircraft manufacturing consortium, has emerged as the likely co-ordinator to help China build a 100-seat jet, Mr Jean Pierson, Airbus managing director, said yesterday.

China indicated earlier this month that it regarded the Europeans as its favoured partners in the project over Boeing of the US. The European 100-seat jet project is currently being co-ordinated by

Aero International Regional, a joint venture between Aerospatiale of France, British Aerospace and Alenia of Italy.

China has also indicated, however, that it would like Daimler-Benz Aerospace (Dasa) of Germany to be involved in the project.

Dasa is a leading member of Airbus but is not part of the European 100-seat jet project.

Instead, it submitted its own proposals for a 100-seater to the Chinese which would have involved

Fokker, the Dutch manufacturer in which Dasa had a majority stake, helping to assemble the aircraft.

Mr Pierson said yesterday, however, that Fokker's financial collapse had changed the situation, allowing the Europeans to draw Dasa into their project.

Dasa has said that it wants Airbus to supervise the project.

Mr Pierson said: "That's probably what will happen. The Chinese want Airbus involved. Probably we will find a way in Europe to

give the Chinese what they want."

Aerospatiale and British Aerospace are also shareholders in Airbus, although Alenia is not.

The Airbus partners have said, however, that they would be happy to see Alenia becoming more involved in individual Airbus projects.

Mr Pierson also said that the proposed changes in the structure of Airbus could result in the loss of up to 20 per cent of white-collar jobs in the partner companies' Airbus sub-

sidiaries. However, he said that the committee investigating the restructuring of the consortium was likely to present a range of options rather than simply suggesting that the European consortium becomes a profit-making company.

Mr Pierson said that while the four companies that own Airbus were all committed to change, it would be impossible for the consortium to move immediately to being a listed company.

The committee, under the leader-

ship of Mr Edzard Reuter, former chairman of Daimler-Benz, will report at the end of June on whether Airbus should abandon its status as a Groupement d'Intérêt Economique.

As a GIE, Airbus makes no profits or losses in its own right.

These accrue to its shareholders - Aerospatiale and Dasa which each own 37.5 per cent, British Aerospace which has 20 per cent and Cassa di Risparmio di San Paolo which has 4.3 per cent.

Mr Pierson said that the Reuter

committee would not necessarily recommend that the GIE structure be abandoned entirely.

He said that it could either recommend that Airbus become a limited company or that it changed the way it operates while remaining a GIE.

He said it would be difficult to bring in outside investors immediately.

If Airbus became a limited company it would initially be owned by its existing shareholders.

## WORLD TRADE NEWS DIGEST

## Sino-British shipping pact

China and Britain have reached a maritime agreement which is expected to increase trading opportunities for UK shipping lines in China and the Far East. The accord will end discriminatory fees at Chinese ports, providing a big saving for larger container vessels.

Britain does not normally sign bilateral agreements of this type and only has shipping accords with the former Soviet Union and South Korea. But China places great emphasis on shipping agreements. It has signed them with 46 countries, including Germany, France and the Netherlands. These deals were increasingly placing British lines at a competitive disadvantage.

UK shipping lines will be permitted to open branch offices in China and to market their own services. They will gain access to Chinese cargoes and Chinese ports on the same basis as other foreign lines and administrative formalities will be clarified.

Charles Batchelor, Transport Correspondent

### India steps up export of gems

India's gem and jewellery industry had a record year for exports in 1995-96. The \$6.4bn figure, up 15.8 per cent on sales of \$4.7bn a year earlier, represented almost a fifth of the country's total foreign exchange earnings for the year, according to figures from the Gem and Jewellery Export Promotion Council.

Diamond exports worth \$4.7bn accounted for 88 per cent of all exports from the sector, sustaining India's position as one of the world's leading exporters of small, cut diamonds. Cheap labour has led to the growth - notably in western Indian states - of companies specialising in the cutting and polishing of small gemstones for use in lower priced jewellery.

Most rough stones are imported to India, through De Beers in the UK, and the council said the diamond sector's exports were worth \$1.4bn more than imports in 1995-96, a rise of 15.2 per cent on a year earlier.

Exports of gold jewellery rose by 15.8 per cent to \$657m. This was well below the target of \$625m, and was blamed by the council on impediments in the import of coloured stones and "erratic" gold supplies. However, finished jewellery exports are expected to increase further in the next few years as several of India's biggest diamond cutting houses shift towards designing and manufacturing their own finished products.

Mark Nicholson, New Delhi

### EBRD loan to save port

The European Bank for Reconstruction and Development is lending \$54m to Kazakhstan to rescue its only large port, Aktau, from flooding by the rising Caspian Sea.

The loan, the bank's first long-term credit to the country, will finance construction of a new 400-metre quay wall, two metres higher than the existing one. The bank said its funding should also pay for upgrading and replacement of the port's utilities, which have been damaged by flooding. This should enable the port to handle smaller commercial loads as well as large-scale commodity cargo.

The port is key to Kazakhstan's plans to increase oil exports by tanker, as an alternative to the restricted Russian pipeline network. Kazakhstan is negotiating with Iran for oil deliveries that could be swapped for Iranian oil at the Gulf, and might deliver oil to a future pipeline that would link Azerbaijan's oil fields to ports in Turkey. The EBRD loan is tied to a commitment by the Kazakh government to spend an extra \$20m on the port.

Sander Thoenes, Abn-Amro

### AlliedSignal in China ventures

AlliedSignal, the US automotive-to-aerospace multinational, has formed two joint ventures with a Chinese partner to produce industrial polyester fabrics and fibres, for use mainly in motor vehicles. It will have operational control of both ventures with Kaiping Polyester Enterprise.

Kaiping, one of China's largest chemical fibre companies, has annual sales around \$450m. AlliedSignal gave no clue to the size of its investment but will take a 70 per cent interest in existing Kaiping production facilities in Guangdong province, some 125 miles from Hong Kong.

John Griffiths

## BUSINESSES FOR SALE

### REPUBLIC OF PANAMA NEW DATE ANNOUNCEMENT



### INTERNATIONAL PUBLIC BID FOR THE SALE OF UP TO 49% OF THE SHARES OF THE INSTITUTO NACIONAL DE TELECOMMUNICACIONES S.A. (INTEL, S.A.) WITH THE RIGHT TO OPERATE THE COMPANY

It is hereby announced that the new date for the presentation of documents for Pre-qualification of merits and background of telecommunications operators interested in participating in the International Public Bid for the sale of up to 49% of the shares of the Instituto Nacional de Telecommunicaciones S.A. (INTEL, S.A.) with the right to operate the company, WILL BE MAY 23, 1996 FROM 10:00 a.m. to 10:55 a.m.

Oimedo David Miranda Jr.  
Ministry of the Treasury

Juan Ramón Porras  
CEO of INTEL, S.A.

## NEWS: WORLD TRADE

## WTO close to deal on telecoms liberalisation

By Frances Williams in Geneva  
and Guy de Jonquieres  
in Singapore

Hopes grew yesterday that World Trade Organisation negotiators will reach a deal on liberalising the world's \$513bn-a-year telecommunications market by Tuesday's deadline.

In Geneva, trade officials said there had been a flurry of new and improved offers in the past few days, with indications of more to come. Meanwhile, negotiators yesterday approved regulatory guidelines outlawing anti-competitive practices by dominant carriers that will underpin moves to open telecommunications markets to foreign companies.

"I'm optimistic," said Mr Neil McMillan, the British official chairing the talks. "Time is short but there's a good chance of a deal."

Most negotiators expect the 82-nation talks to continue

right up to the deadline. The European Union may call an emergency council of ministers in Geneva on Monday to endorse any final improvements in its liberalisation offer. These are expected to centre on relaxing foreign ownership restrictions in France, Belgium, Spain and Portugal.

In the past few days Argentina, Morocco, Thailand and Pakistan have tabled offers, bringing the total to 30, including the 15-nation EU. Colombia and Iceland are expected to do so shortly. Trade diplomats said they hoped the offer by India to follow suit, despite the uncertainty caused by its general election next week.

Others are working on improved proposals, including Mexico, South Korea and all four members of the Quad group of leading traders - the US, the EU, Japan and Canada - following their talks in Kobe,

The European Union yesterday blocked moves to obtain a World Trade Organisation dispute panel ruling on charges by the US and four Latin American banana producers that its banana import regime violates fair trade rules, writes Frances Williams in Geneva.

Brussels says consultations are continuing on the long-running dispute with US, Guatemala, Ecuador, Honduras and Mexico. Under WTO procedures a panel must be established at the second time of asking, expected to be at the next meeting of the WTO's dispute settlement body on May 8. The EU operates a quota system for bananas that favours former colonies in Africa, the Caribbean and the Pacific at the expense of so-called "dollar" bananas from Latin America, where US companies such as Dole and Chiquita have big investments.

Two panels set up under Gatt, the WTO's predecessor, ruled against Brussels but the findings could not be enforced under Gatt's weaker dispute settlement rules.

Japan, last weekend. Adding to the optimism was yesterday's announcement by Singapore that it would end its telecoms monopoly in 2002, five years ahead of schedule.

Sir Leon Brittan, Europe's trade commissioner, in Singapore for a world trade conference, said the announcement

would "certainly act as a catalyst" for movement by other Asian governments, while Mr Jeff Lang, the chief US negotiator, hoped they would now find it easier to make fresh offers.

Mr Lang reinforced the positive mood by saying he was

now starting to discern the

outline of a deal involving the

## WTO chief wants regional groups to wind down external barriers

## Ruggiero urges global free trade

By Guy de Jonquieres  
in Singapore

## Top ten regional trade groups

- North American Free Trade Agreement (Nafta) - US, Canada and Mexico. Chile has in line to join.
- European Free Trade Association (Efta) - Norway, Switzerland, Iceland, Liechtenstein.
- European Union (EU) - Ireland, Britain, France, Germany, Italy, Spain, Portugal, Finland, Sweden, Denmark, Luxembourg, Belgium, the Netherlands, Austria, Greece.
- Asian Free Trade Area (Afta) - Brunei, Indonesia, Malaysia, the Philippines, Singapore, Thailand, New Zealand, Papua New Guinea, Indonesia, the Philippines, Taiwan, Hong Kong, Japan, South Korea, China, Canada, US, Mexico, Chile.
- Mercosur - Brazil, Argentina, Paraguay and Uruguay.
- Southern African Development Committee (Sadc) - Angola, Botswana, Lesotho, Malawi, Mozambique, Mauritius, Namibia, South Africa, Swaziland, Tanzania, Zambia, Zimbabwe.
- West African Economic and Monetary Union (Eemoa) - Ivory Coast, Burkina Faso, Niger, Togo, Senegal, Gambia and Mali.
- South Asian Association for Regional Co-operation (Saarc) - India, Pakistan, Sri Lanka, Bangladesh, the Maldives, Bhutan and Nepal.
- Andean Pact - Venezuela, Colombia, Ecuador, Peru and Bolivia.

nation principle by World Trade Organisation rules.

Mercosur and the Asia Pacific Economic Co-operation forum were the only groupings whose members had declared themselves in favour of a policy of "open regionalism".

Japan's trading partners, Page 17

under which internal and external trade barriers were removed at the same rate.

The possibility of excluding trade groups from Mfn obligations was out of date, Mr Ruggiero said. "Today, with the proliferation of regional groupings, the exception could

become the rule, and this would risk changing completely the nature of the system," he said.

Mr Ruggiero said his proposal extended to long-established groupings, such as the European Union, as well as new ones. "It would be very hard to imagine that there would be one big regional area, however noble its motivation, which would not participate in a movement to open regionalism and consistency with Mfn."

Mr Ruggiero's call received a guarded response from Sir Leon Brittan, the EU trade commissioner. He said regional groupings posed no threat to the multilateral system, provided they met international rules and lowered external barriers - though not necessarily by as much as between their members.

Both men responded coolly

to a proposal yesterday by Dr Fred Bergsten, head of the Washington-based Institute of International Economics, that the WTO should commit itself to achieving global free trade by 2010.

Mr Ruggiero said setting a target date would be premature, while Sir Leon said it risked raising expectations too high and distracting attention from less glamorous, but essential, trade policy priorities.

Ruggiero fears split into two or three big trading blocs

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of July to detailed questions about its trade policies would be very important to the future of the negotiations.

If China really wants to improve its chances of quick WTO accession, it has to come to Geneva at the end of July prepared to give the answers and the clarification that members of the organisation have asked about its industrial policies, liberalisation of agriculture and textiles, subsidies and other fields," he said.

"China's active participation in this negotiation with a really constructive and imaginative offer will be a very important element in shortening the negotiation," he said. China must remember that the negotiations were solely about trade issues and did not involve political matters.

Though Mr Ruggiero said he was offering "personal advice", and emphasised that existing WTO members also needed to negotiate in a positive manner, his remarks are the bluntest he has directed at Beijing.

Trade diplomats meeting in Singapore said they reflected his concern that China had still not fully grasped what was involved in the accession talks, and the need still to resolve a wide range of often technical issues. The diplomats said his message was also intended for Russia, which has also applied to join the WTO.

Mr Ruggiero said that the way in which China responded to requests for answers by the

which are more generous than those granted to Fiat. Also Daewoo, the South Korean industrial conglomerate, which has made commitments to invest \$1.4bn over six years in two former state-owned car plants in Lublin in eastern Poland and in Warsaw, could be the next in line.

Now Fiat's tax concessions are beginning to look meagre compared with the incentives offered by an SSE. Its financial commitment has been substantial: on top of its direct investment in Fsm worth \$375m it took over the state-owned company's debts totalling \$720m. Now the company says it will be investing a further \$600m by 2002 in the new Palio car, which will also be produced in Poland.

Mr Soroka's expected response to Fiat's protestations is to suggest that they expand their operations into the proposed Tychy SSE which is only a stone's throw away from the Fsm plant. Daewoo, in Warsaw and Lublin, is much further from one of the SSEs. However, a Daewoo-owned component at Elk is close to the proposed Suwalki SSE in the north-east, providing some opportunity for relief.

But for the finance ministry this smacks too much of the beginning of a move to turn the entire country into one large special enterprise zone with dire consequences for state revenues.

domestic product this year to below 2 per cent by the end of the century, is appealed at the implications of granting corporate tax relief for 20 years and setting a precedent other car companies will want to follow.

Initial skirmishing between the finance and industry ministries starts this week at a meeting of the government's lowly subcommittee on regional policy and rural areas which is the first government body to be asked to approve the two new SSEs. However, the significance of the investment to Silesia means that Mr Kolodko's opposition is likely to be overruled and GM will

be asking for similar tax concessions. Indeed its original takeover agreement in 1992 committed the Poles to match any incentives given to subsequent motor industry investors

get its SSE status, which is the most generous set of incentives any foreign manufacturer has had to date.

The decision will, however, come too late for work on the plant to start in the spring as hoped.

A positive decision on GM will mean that Fiat, which three years ago took over the state-owned Fsm plant in Tychy, which produced Fiat vehicles under licence, could soon be asking for similar tax concessions. Indeed its original takeover agreement in 1992 committed the Poles to match any incentives given to subsequent motor industry investors

at jet project

FINANCIAL TIMES THURSDAY APRIL 25 1996

NEWS: INTERNATIONAL

Little sign of progress towards ceasefire as US secretary of state meets Syrian and Lebanese leaders

## US peace shuttle switches to Lebanon

By David Gardner in Beirut and Julian Ozanne in Jerusalem

US secretary of state Warren Christopher's Middle East peace shuttle detoured into Lebanon last night, expanding Washington's efforts to end fighting between Israel and pro-Iranian Hizbollah guerrillas in southern Lebanon, where Israeli forces yesterday continued their two-week-long air and artillery bombardment and the Shia Mosleya militia fired Katyusha rockets at northern Israel.

Mr Christopher went to meet Lebanese prime minister Rafik al-Hariri in Shtoura, a short hop over the Lebanon-Syria border from Damascus, where earlier in the day the secretary of state had met Syrian President Hafez al-Assad.

The meeting cast the

spotlight on the main differences between Israel on the one hand and Lebanon and Syria - the military power in Lebanon - on the other. The US plan, backed by Israel, seeks a deal whereby Hizbollah resistance to the 14-year Israeli occupation of south Lebanon would end. This is unacceptable to Beirut, to Damascus, and to Iran, which gives Hizbollah financial and ideological backing.

They prefer a French initiative, which would tighten a US-brokered 1989 agreement whereby Israel and Hizbollah undertook to avoid targeting civilians, and which would put eventual Israeli withdrawal from Lebanon on the agenda. French foreign minister Mr Hervé de Charette met Syrian officials in Damascus yesterday, and also held talks with Iranian foreign minister

Al Akbar Velyati. Mr Walid Jumblatt, the Lebanese Druze leader who is now minister for the displaced in Mr Hariri's government, said: "The Israelis want a truce, but what we want is a ceasefire, so that people can go back to their homes."

Mr Christopher said before meeting Mr Assad yesterday that "the time has come to reach a conclusion." The Syrian president on Tuesday night did not receive the US secretary of state, because of what was being presented by both sides yesterday as a timetable problem, but was seen at the time as a sub, and celebrated as such in the regional Arab press.

The state department spokesman Mr Nicholas Burns reported progress after the Damascus meeting and said: "I think we will succeed."

France's mediation, however, is getting growing support throughout the Arab world, where even governments

which have made peace with Israel like Egypt and Jordan feel Washington has compromised its role as honest broker by pushing for Israeli objectives in an operation which has caused public outrage in the region.



Warren Christopher, left, with Syrian foreign minister Farouq al-Shara at Damascus airport yesterday before his delayed meeting with President Assad

## Hizbollah portraits peer from rubble of Nabatiyeh

David Gardner witnesses the eerie results of Israel's air and artillery bombardment in south Lebanon

Early yesterday, Israel's radio told Lebanese civilians that 22 towns and villages would be targeted on the 14th day of its air and artillery bombardment of south Lebanon. One of them was Nabatiyeh.

With a population of 80,000, Nabatiyeh is the *de facto* capital of predominantly Shia Moslem south Lebanon. Last Thursday, on the day Israeli howitzers killed more than 100 civilians in the United Nations refugee shelter in Qana, this normally prosperous market town had its own tragedy. Israeli jets fired rockets into the house of Hassan Alayan el-Abed, killing his wife Fawzia and her seven children; the youngest, Nour, was three days old. Mr el-Abed was on a pilgrimage to Mecca.

Most of Nabatiyeh's people had fled northwards on April 11, when Israel started its onslaught, supposedly aimed at Hizbollah, the Shia

fundamentalist militia fighting the 14-year Israeli occupation of south Lebanon. But the 155 deaths, many hundreds of injured and 400,000 refugees have almost all been civilians.

Last Thursday's deaths sent many more north. Abandoned laundry on washing lines and rotting fruit and vegetables on overturned market stalls was testimony to their hasty departure. The town is eerily empty, shaking under the shells fired in desultory sequence from Israeli positions on surrounding ridges.

Near the centre, there is a big memorial portrait of Nabatiyeh's favourite son, the late Hassan Kamel Sabah, a brilliant American-Lebanese electronics inventor. Nearby, the Calitec computer shop has been reduced to matchwood by a 155mm shell. From Calitec's ruins, the propaganda portraits of Hizbollah's sheikhs and "martyrs" - the suicide-bombers it is again threatening

boom in Nabatiyeh, and indeed in other areas of the south. When Mr Rafik al-Hariri took over as Lebanon prime minister in October 1992 he made the reconstruction of the country after the 1975-89 civil war - in which Israel intervened with the aim of driving the Palestine Liberation Organisation out of Lebanon - his main aim. The people of Nabatiyeh gradually feel enough confidence to join him.

A third or more of the town's homes and buildings are either new or under construction. The money comes mostly from Lebanese emigrant businessmen in west Africa, who are predominantly Shia. Remittances like theirs form the bulk of last year's \$6.7bn capital flow into Lebanon, after a similar inflow of \$6.5bn in 1994.

It is this diaspora money which pays the import bill for reconstruction - a bill which

will rise after Israel's deliberate destruction of reservoirs, water pipelines, power stations and roads in the past two weeks. And, of course, homes. While the bombing continues, it is impossible to know for sure, but the government estimates 50 Shia villages in the south have been obliterated.

Government officials and businessmen fear these vital capital inflows will slow to a trickle unless negotiations to end the crisis offer clear guarantees that the cycle of destruction will end once and for all.

A Christian businessman, who returned to live in Lebanon four months ago after working in the US and Saudi Arabia throughout Lebanon's wars, summarises it thus: "If people before thought twice about coming back or putting their money in Lebanon, after this they're going to think 10 times."

## Climate report 'is deficient'

By David Lascelles, Resources Editor

The world energy industry has warned governments not to accept the recommendations of a forthcoming report on global warming because they are based on shaky evidence and could damage economic growth.

In a pre-emptive strike ahead of the publication of a detailed set of recommendations by the Intergovernmental Panel on Climate Change, the World Energy Council yesterday described the forthcoming report as deficient and of little value to policymakers.

Mr John Baker, chairman of National Power, the UK's largest electricity generator, and chairman of the WEC, said: "It is very disappointing that the impressive international effort mobilised to produce (this report) has resulted in a missed opportunity to help policymakers develop realistic strategies for the possible climate change issue."

The IPCC, consisting of leading experts on climate and the environment, was established by governments to advise them on policy to combat global warming. It will be publishing

its main conclusions in June calling for urgent action on a wide front to reduce greenhouse gases which are believed to be altering the world's climate. These conclusions will be based on its central finding that there is a discernible human influence on climate.

The WEC, which represents the energy industries of more than 100 countries, said in a report issued yesterday that the IPCC's recommendations are unrealistic and influenced by academics seeking to attract funding for their work. Instead, the WEC wants a more "balanced" approach with an emphasis on energy efficiency, conservation, and development of renewable energy forms, all of which are worth pursuing even if global warming turned out to be a false threat, it believes.

The WEC's attack is certain to cause a furor among environmentalists who are pressing for action to combat global warming. The timing of the attack, ahead of the report's publication, is also likely to anger governments which are trying to encourage an orderly debate about the policies to be adopted to reduce greenhouse gases.

## Power diplomacy is back, says report

The US return to global leadership, the peace deal in Bosnia and the crisis over Taiwan show that old-fashioned power diplomacy is back with a vengeance, according to a report published yesterday. Renter reports from London.

The International Institute for Strategic Studies (IISS) said a new willingness to use or threaten force in support of national goals was emerging after a period of post-Cold War "strategic arthritics".

"A striking feature of the year was the tribute paid to the 19th century concept of balance of power," Mr John Chipman, IISS director, told a news conference to launch the institute's annual survey for 1995. After the confusing period

following the end of the Cold War, the report said that raw power still had a significant role to play in diplomacy.

"There is a return to a form of *Realpolitik* in today's international relations," Mr Chipman said. US and Nato willingness to use force in the Balkans to achieve a peace deal, Russia's more assertive and nationalist foreign policy, China's sabre-rattling over Taiwan and the US naval deployment were examples.

Looking at the Middle East and other areas, the IISS said the continued threat from groups of the weak or disaffected who launch terror campaigns was still capable of crippling efforts of major nations.

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Economic development and environmental conservation are often seen as natural enemies. But by taking environmental considerations seriously early on in a project, ABB keeps any impact to a minimum. For

example in southern Africa, ABB was asked to erect 410 kilometers of transmission lines without disturbing an indigenous colony of Cape vultures. The project was executed with minimum disturbance during the breeding season between April and September. It is somewhat surprising therefore that this neighborly respect did not slow down the project.

In fact planning ahead combined with local knowledge and advanced technology meant the Zimbabwean section of the Matimba Bulawayo interconnection was completed ahead of schedule.

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## SATELLITE TELEVISION

# Media barons line up for digital star wars

Bronwen Maddox and Raymond Snoddy report on what could be a winner-takes-all battle for pay-TV dominance in Europe

Europe's digital TV revolution kicks off in earnest later this month when Canal Plus, the French pay-TV company, switches on 20 new channels. Within a few years, thousands of new satellite channels could be beamed over Europe. The world's media barons are striking deals by the week as they jostle for position.

Pay-TV - charging for channels - has

revolutionised the economics of television. New technology and deregulation allow TV companies to raise revenues directly from viewers. That frees the industry from its traditional dependence on advertising, which has shackled its growth. It also allows channels with small audiences, incapable of attracting much advertising, to be profitable.

Conventional pay-TV services, transmitted on analogue signals, have already proved a gold mine for Canal Plus, the UK's BSkyB and the Netherlands' NetHold. The digital explosion has now multiplied pay-TV's potential, to an extent which other media groups have been unable to resist.

Some companies argue that the prolifer-

ation of outlets will make TV more like publishing, in which mass-market companies exist alongside specialist ones. Others - particularly the bigger players - believe pay-TV can be a "winner-takes-all" market.

Securing a supply of exclusive program-

ming, or owning the dominant technology for scrapping channels, could give one

group a degree of market power hard to challenge, even through regulation. The expense and urgency of the attempt to build such power has prompted the Europe-wide scramble for partners who will contribute programming or technol-

ogy, and minimise the risks.

For governments and regulators the

changes pose dilemmas. Governments

want to encourage investment in the digi-

tal revolution, and yet prevent companies

accumulating too much market power.

Some want to maintain public service

broadcasting, but not undermine the com-

mercial market. They have a brief win-

der to debate such questions, before win-

ners start to emerge from Europe's

pay-TV wars.

## The revolution that could bring viewers 1,800 new channels

In the digital race, some start ahead of others. Three companies already dominate Europe's conventional pay-TV. In the UK, BSkyB, 40 per cent owned by Mr Rupert Murdoch's News Corporation, is the leader. According to the Independent Television Commission, the regulator, in 1994 BSkyB had more than 80 per cent of TV subscriptions, through satellite and cable distribution.

The French Canal Plus has built a business worth some £250m from its subscription channel broadcast over land-based transmitters. It has capitalised on its strength in its home market by investing in minority stakes in Belgian, Spanish and Polish pay-TV, in co-operation with local TV companies. NetHold, the Netherlands-based service, 50 per cent owned by the Swiss group Richemont, transmits its MultiChoice and FilmNet channels, including adult films, through much of northern Europe.

Although almost every European country has access to at least one pay-TV service, the popularity varies widely.

According to Morgan Stanley, the US broking house, pay-TV subscribers expressed as a percentage of TV households range from just 3 per cent in Germany to 13 per cent in the UK and 19 per cent in France. And although the average European viewer watched around 177 minutes of TV each day last year only one minute of viewing time was devoted to each of the cable and satellite channels available.

Against the lucrative but unspectacular backdrop of conventional pay-TV, the digital revolution has been kicked into life by two developments: deregulation of the TV industry in many European countries, allowing the launch of more channels, and the emergence of digital transmission and encryption technology.

Digital compression of signals allows many more channels to be transmitted in a given band of airwave frequencies than does conventional analogue transmission. Analysts estimate that the cost of transmission is set to fall by about 50 per cent. At present, a satellite transponder - which receives the signal from earth and re-transmits it - costs about \$3m (£1.98m) a year to lease, and provides one TV channel. Digital compression, which transmits only the digits which change between one TV picture frame and the next, enables a single transponder to transmit between eight and 10 channels, depending on the picture quality required.

### Dramatic expansion

Satellite owners are hoping that the fall in the cost of transmitting a single channel will push up the value of a transponder. They are shooting a host of new satellites into orbit. During the night of April 9, SES, the Luxembourg-based company which operates the Astra system of satellites, successfully launched its second entirely digital satellite. The satellite, which will be in service within two months, will give Astra a total of 40 transponders devoted to digital TV.

SES is due to launch a third Astra digital satellite in the first quarter of next year, taking its digital transponder total to 56. It will then have the capacity to broadcast between 500 and 550 channels over Europe. It says that almost all the capacity is already leased or is the subject of "advanced negotiations". It plans a fourth launch before the end of 1997. And Mr Romain Bausch, SES's director general, revealed recently that the company, with the support of the Luxembourg government, has applied for new orbital positions to launch even more.

At the same time Eutelsat, owned by Europe's main telecoms operators, is pushing ahead with its series of "Hot Bird" satellites. By the end of the century, it says, it could offer 800-1,000 digital channels. Ms Rebecca Wittington-Ingram, media analyst at Morgan Stanley, says the digital age "has dawned and that's official: regardless of demand, the number of TV channels available to European viewers is set to increase to thousands over the next three years".

### What will services be?

If digital is to fulfil investors' expectations, it will have to offer more than existing cable and satellite services. Viewers will have to pay not

just for the channels, but for a decoder attached to their TV set, and for a satellite dish or cable connection if they do not have one.

Media groups are hoping that enhanced services made possible by digital technology will clinch its appeal. Their strongest weapon is "near-video-on-demand", which shows the same film on different channels with staggered starts, perhaps only 15 minutes apart.

The evidence from pioneers of this service, such as DirecTV, a 176-channel system in the US and a subsidiary of Hughes Aircraft Company, suggests that it has great appeal. According to SBC Warburg, the London-based broker, the subscription rates for this service are five to six times higher than on cable, and generate average revenues of \$17 a month. The performance, even at this early stage, seemed so impressive to AT&T, the largest US telecoms group, that it paid \$137.5m for a 2.5 per cent stake earlier this year, with an option to raise this to 30 per cent.

Electronic games, computer software and telephone can also be transmitted on the new channels. Canal Plus hopes that its Numerique service will eventually transform living rooms into "interactive leisure and entertainment centres".

### But is it a business?

Mr Alastair Smellie of Lehman Brothers, the broking house, identifies four ingredients for a successful pay-TV operation:

- Attractive, preferably exclusive programming.
- An encryption system, and corresponding decoding software in set-top black boxes.
- A system for sending out decoder cards and subscription bills, including creditworthiness checks.
- Outlets, whether satellite, cable, or terrestrial transmitters.

Of these, programming and encryption technology offer new entrants the best chance of establishing significant market power.

Sport is generally agreed to have the most powerful "must-watch" element of all types of programming: BSkyB and Canal Plus have invested heavily in sports rights internationally. BSkyB's recent showing of the Tyson-Bruno fight suggests that Mr Murdoch and Canal Plus are right about the appeal of some sport: more than 650,000 homes paid a minimum of \$29.95 to watch the event at 5 am.

Control of an encryption system, as BSkyB has demonstrated in the UK, can turn a strong position in programming into a convincingly dominant one. Once it established its encryption and decoding system as the standard, and households with satellite dishes had also bought its decoder boxes to sit on their TV sets, other companies launching satellite channels were faced with the choice of paying to use this system or establishing their own. They would have to persuade viewers to buy additional decoder boxes, and also set up a separate billing system: sending out decoder cards and bills alone can cost tens of millions of pounds a year.

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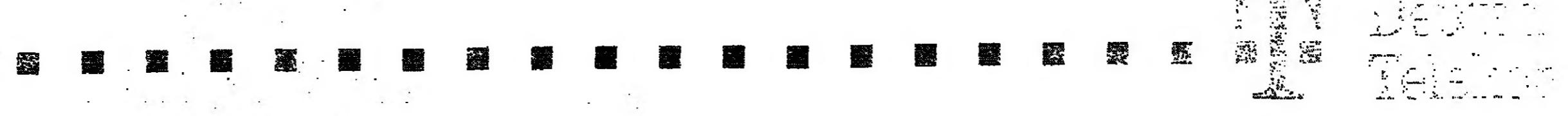
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## NEWS: UK

## Sinn Féin and SDLP to join in elections

By John Kampner,  
Chief Political Correspondent

The Northern Ireland peace process was given a boost yesterday when Sinn Féin, the political wing of the IRA, and the moderate nationalist Social Democratic and Labour party said they would contest next month's elections to a constitutional forum.

However, the announcements were tempered by a hardline message from Mr Martin McGuinness, Sinn Féin's chief negotiator, that there was "no prospect whatsoever" of the IRA restoring its ceasefire.

The decision to take part in the May 30 elections came shortly after passage through the House of Commons, the UK parliament's lower house, of a bill setting out the rules for such a poll. The elections are to be followed by all-party talks on June 10.

Mr Gerry Adams, the Sinn Féin president, said the elections would allow his party to "seek a re-endorsement of our peace strategy and to return a strong republican and nationalist voice, which makes it clear that there is no going back to unionist domination".

He reiterated that Sinn Féin would not take part in the 110-strong forum. The SDLP's chief whip, Mr Eddie McGrady, said his party had yet to decide whether to join the forum.

British ministers conceded during a two-day debate that the forum would meet only after the all-party negotiations had begun. This was a key demand of the SDLP which, like Sinn Féin, regards the forum as an obstacle to the talks and an attempt by Unionists to resurrect the failed Stormont parliaments of the 1970s and 1980s. Downing Street welcomed the participation by the two parties.

The UK government, supported by Washington and Dublin, has told Sinn Féin it cannot take part in the talks unless the IRA restores the ceasefire. Mr McGuinness said the IRA campaign would continue as long as the British impose conditions on Sinn Féin's participation in talks.

By Robert Peston, Michael Cassell and John Kampner

Mr John Major, the UK prime minister, yesterday described proponents of withdrawal from the European Union as living in "cloud cuckoo land", in his most pro-European speech for two years.

In an attempt to head off a campaign by right-wing Conservative members of parliament, backed by media supporters, for a referendum on the UK remaining in the EU, he extolled virtues of membership.

It was "naive and damaging", to suggest that "the only choice we face is either to go along with every demand our partners make or head for the

exit". Inward investment in the UK would be decimated by leaving, he told the Institute of Directors in London.

His remarks were in part aimed at Sir James Goldsmith, the billionaire who is financing a new party, the Referendum party, which is campaigning on a need for a plebiscite on the UK's relationship with the EU.

Mr Major delivered his speech hours before Mr John Redwood, the former minister who last year sought to oust him from office, held talks with Sir James.

Mr Redwood said he had wanted the meeting to persuade Sir James not to worsen the government's plight by

putting up candidates against the Conservatives at the next UK general election.

The influential Eurosceptic backbencher acknowledged that he had failed to persuade him to back the Conservative party, which is campaigning on a need for a plebiscite on the UK's relationship with the EU.

The 55-minute meeting, in Sir James's suite at London's Dorchester hotel, was denounced by one senior government member as "childish and disloyal".

Mr Major balanced his pro-European comments by stressing that he was a tough negotiator in EU forums, with Britain's best interests in mind. If he could not reach

agreement over issues to be raised at this year's intergovernmental conference on EU institutional reform he would "just say no".

Mr Major said the UK was not seeking confrontation in Europe but that it was not "going down the centralising route" and instead sought a partnership which recognised and accommodated all national interests and beliefs.

He also made his strongest attack on EU attempts to use health and safety measures as the basis for imposing maximum working hours for employees. He had told European partners "that we must change Health and Safety provisions" to reflect the original

intentions of the legislation.

He said if the EU failed to do this and "old agreements" were "broken", he "did not see how we can reach new agreements". This balancing act between pro-European and scepticism drew praise from both wings of his party.

Mrs Edwina Currie, a former minister and now vice-chairman of the cross-party European Movement and chairman of the Conservative Group for Europe, was "delighted". "The biggest cuckoo is Jimmy Goldsmith and his sidekick encino is John Redwood".

The leading sceptic, Lord Tebbit, was pleased by Mr Major's "realism" which came "from his heart".

## UK NEWS DIGEST

## Trading system plan faces delay

London Stock Exchange directors will meet today to decide whether to delay the issue of a blueprint for their new electronic trading system. The steering group preparing for the new order matching system will ask the Exchange board to approve a delay of several weeks so that the changes to trading rules can be discussed in more detail with regulators at the Office of Fair Trading.

The board meeting comes two days after Mr John Bridge, the director-general of fair trading, warned the Exchange he would not allow it to drag its feet over the introduction of an order-driven trading system.

In the new system, scheduled to be introduced next year, orders will be entered on a central electronic order book and automatically executed when buyers and sellers match. Under present rules, marketmakers quote prices on a central stock exchange screen, but deals are struck over the telephone.

Stock Exchange officials have been at pains to combat the impression that order matching is being held up by the large marketmaking companies which have a big share of the quote-driven market.

George Graham

### Banks chosen for nuclear sell-off

Seven banks were appointed yesterday to the international syndicate which will sell shares in British Energy, the future owner of the UK's nuclear generators.

The UK government is expected to raise between £22bn and £2.6bn (£31.5bn-£3.5bn) from British Energy's stock market flotation, scheduled for early July. The shares will be listed in London and issued on a parity price basis.

The Department of Trade and Industry selected Cazenove, HSBC, Midland, Morgan Stanley, Nikko, Paribas and West Merchant Bank, part of Germany's Westdeutsche Landesbank Gruppe.

BZW, the global co-ordinator for the offering, said the seven were chosen for their understanding of the complex research issues involved in the privatisation and for their regional equity distribution strengths.

A research meeting for the analysts of the eight banks will be held on May 3 to enable them to produce their research documents before investor roadshows begin in late June.

Antonia Sharpe

### Lloyd's Names defend payers

Lloyd's of London Names have formed another "action group" - this time to represent the interests of those who have paid their losses at the insurance market.

The Paying Name's Action Group is alarmed that Lloyd's proposed recovery plan, which includes a £5bn (£4.5bn) or more out-of-court settlement offer, will reward unfairly those who refused to pay up during the market's bad years. Names are individuals whose assets have traditionally supported Lloyd's. The market has reported losses of more than £5bn in recent years.

Ralph Atkins

### Cuts threaten World Service

The BBC World Service warned yesterday that it might have to cease broadcasting in a number of languages if planned government cuts go ahead. Mr Sam Younger, World Service managing director, told the Foreign Affairs Select Committee that if planning figures did not change "we will later in the year have to be looking at cuts in programme services". He said: "The cuts would make a very small saving to the Exchequer, but cause disproportionate damage to World Service output."

Raymond Shoolby

### Court rules on women's pensions

The Lloyd's Bank pension scheme may have to increase benefits by up to £100m (£15m) following a High Court ruling yesterday on equalising pension benefits for men and women. The case was brought by the trustees of the scheme to test the legality of bank plans to level down the benefits payable to 2,000 women who joined Lloyd's before 1974, when it equalised benefits payable to its employees of both sexes.

Until 1974 women could retire at 55 with a full pension after 37 years of service, while men had to wait until 60 and serve at least 40 years. The decision follows a European Court ruling in 1990 which required pension schemes to give equal benefits to both sexes.

Alison Smith

### Engineers court multinationals

The Engineering Employers' Federation, Britain's main engineering trade body, is to try to recruit more multinational companies as members as part of its strategy to carve out a broader role. The organisation, set up 100 years ago yesterday, also plans to step up the level of service it offers members, mainly at a regional level.

It wants 5,000 member companies by 1999, up from 5,000 now. It believes recruiting more multinationals would give it greater political weight, for instance when presenting views to ministers, and deeper knowledge about technology flows between different sectors and trade issues.

Peter Marsh

## Cattle slaughter scheme outlined by government

By George Parker and Deborah Hargreaves in London and Caroline Southey in Brussels

The UK government yesterday finalised details of the selective slaughter plan it hopes will eventually lead to the lifting of the European Union ban on British beef exports.

Wholesalers say they will not take part in the scheme at all unless the government changes the rules to pay compensation on the basis of the weight of the cattle once dead, rather than alive as is currently the case.

Farmers and meat traders are due to hold more talks with Ministry of Agriculture officials today.

The National Farmers' Union said talks so far about the scheme "had left many early and to the ban.

He said the commission could look forward "more optimistically" to the meeting of agriculture council ministers on Monday. Last night Mr Hogg was seeking an early meeting with Mr Franz Fischer, EU agriculture commissioner, in an attempt to build a consensus between Brussels and the UK on the effectiveness of the plan.

Officials said the meeting could take place today, and would certainly happen before the EU agriculture ministers met yesterday.

The key priority is to get the commission on board, said one senior official last night. "We want to be able to present a joint UK/commission proposal to the council on Monday."

The scheme, approved by Mr John Major, the UK prime minister, yesterday afternoon, will affect around 2,000 herds. It will focus on animals originating on farms with a high incidence of BSE in the early 1990s. The proposal comes on top of a scheme, already approved by the EU, to destroy around 15,000 older dairy cows a week and an estimated 100,000 beef cattle over the age of 30 months.

Senior ministers accept it could be many months before the worldwide ban on British beef is lifted, but believe that a "step-by-step" easing of the embargo could begin at Monday's meeting.

Mr Hogg firmly believes that Mr Fischer and Mr Jacques Santer, the president of the European Commission, are on Britain's side in wanting an early end to the ban.

"If we can get Commission support for this programme of action, we can show we are on the side of the angels at the meeting on Monday," said one senior government official. Mr Major and Mr Hogg met representatives of the National Farmers Union in Downing Street yesterday morning and warned that a lifting of the beef export ban could take some time. "I am not trying to underestimate the difficulties," Mr Hogg said. "There is still a lot of persuasion to be done, and I don't want to unduly arouse expectations."

The development offered the first sign of a breakthrough in the crisis. An EU official said that it was "very good news indeed" if the information "represented the plan the Commission was waiting for".

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## ASIAN ELECTRICITY Power Transmission in Asia

25-26 June 1996

Singapore

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Dr. Roger Urwin, Managing Director Transmission, NATIONAL GRID COMPANY, UK

★ The Role of Electric Transmission in a Deregulated Environment  
Mr. Lennart Carlsson, Marketing Manager, ABB POWER SYSTEMS AB, Sweden

★ Technological Aspects of Transmission  
Mr. Gary Berhens, Project Manager, BLACK & VEATCH, USA

★ Legal Issues Relating to Transmission Projects  
Mr. Charles July, Partner, FRESHFIELDS, Singapore

★ Status of Transmission Issues in Asia  
Country Profiles include:

Indonesia - Mr. Djiteng Marsudi, Director, PT PERUSAHAAN LISTRIK NEGARA

Philippines - Mr. Guido Alfredo A. Delgado, President, NATIONAL POWER CORPORATION

Additional country profiles may include:

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★ The Role of Transmission in Facilitating Competition  
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Improved disclosure in companies' annual reports and action by institutional shareholders ahead of company meetings has raised serious questions about how UK companies are being run and whether corporate governance rules - in some cases only recently introduced - are effective.

One fund manager predicts that the lesson of the UK's latest annual meeting season will be that "we have lots of corporate governance rules for areas where we don't really need them and none for where we do".

Companies and fund managers drew mainly on the recommendations of the 1992 Cadbury Committee on corporate governance, which recommended splitting the roles of chairman and chief executive, and more recently the Greenbury committee, which reaffirmed that directors need to be more accountable to shareholders, for best practice guidelines.

With the approach of a general election in the UK, political donations by companies have become one of the most controversial corporate governance areas.

Sun Alliance, the insurance company, is the latest of several companies to disclose an annual political donation - \$50,000 to the Conservative party - in its annual report.

Concerns have also been raised about Kwik-Fit, the tyres, exhausts and brakes firm, whose chairman and chief executive, Mr Tom Farmer, is up for re-election at the company's annual meeting, on a five-year rolling contract.

Earlier this week Inspec, the former BP chemicals company, agreed to back down on its proposal to insulate directors from having to seek regular re-election by shareholders. An insider said: "Some big shareholders told them it was daft to introduce such a backward step and they agreed."

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## UGANDA

### An inspiration for the continent

Uganda has replaced Ghana as the model reformer in Africa. Now it needs to ensure a peaceful political transition while maintaining a high growth rate, says Michael Holman

The highest economic growth rate in Africa is turning a country once associated with disaster into an inspiration for the continent.

Ten years after President Yoweri Museveni and his National Resistance Movement took office, the revival of a nation devastated by the despotic regime of Idi Amin and the war to overthrow him continues apace.

Uganda's GDP growth has averaged 8 per cent annually since 1987, notched up an astonishing 10 per cent last year, and is set for around 8 per cent this year.

Inflation is held at 5 per cent, the freely convertible currency remains steady, foreign reserves equal nearly five months' import cover, and the return of Asians expelled in 1972 has boosted investment.

No wonder, then, that Uganda has supplanted Ghana, as the model pupil of the World Bank and the International Monetary Fund (IMF), and western donor support runs at more than \$500m a year.

Yet the celebration of what has been a remarkable decade of economic recovery and political stability is somewhat muted, and with good reason.

Next month's presidential poll has revived concern about the country's long-standing regional and ethnic divisions, while rebel activity has disrupted normal life in parts of the north.

And for all the progress since President Museveni took power in 1986, Professor Paul Collier of the Oxford Centre for the Study of African Economics points out, "the economy on most indicators is less than halfway back to its size and shape in 1972".

That watershed date is the year after Amin seized power, precipitating Uganda's economic and social collapse. By

infrastructure is still being rehabilitated.

It was the need above all for peace and stability, and consensus about the basic development objectives, that led Mr Museveni to try to find a middle way between the one-party system that has served Africa so badly, and the Westminster multi-party model that has proved so fragile.

Thus for most of his first decade in office, Uganda has functioned under a no-party system, in which the former political parties, while not banned outright, have been severely constrained.

At the same time, Uganda has enjoyed a relatively free press and independent judiciary. While the NRM has been firmly in control, cabinet has until recently reflected a cross-section of parties, regions and ethnic groups.

That is now changing, as much due to pressure from western donors seeking a more democratic, accountable form of government as a condition for their continued aid, as from any internal pressure for change.

It is probably not before time. Power has become increasingly concentrated in the hands of the president and a group of aides, officials, ministers and army officers drawn from Mr Museveni's home region in the west.

If all goes to plan, parliamentary elections next June will be followed by a referendum four years hence which will allow Ugandans to decide whether to return to multi-party politics.

Yet, to the dismay of many Ugandans, the country is emerging from its history in conventional political activity with the traditional alliances and cleavages surprisingly intact.

Political loyalties still seem largely determined by ethnicity, region and history. Though the edges may be blurred, the Uganda People's Congress (of which Mr Obote is still the leader, though in exile in Zambia) draws heavily on its support from the northern Langi-Acholi tribal base.

The Democratic Party, led by Paul Ssemogerere, who is now running for the presidency as a joint DP-UPC candidate, has its stronghold among the Baganda people in the south.

Mr Museveni's hold on the west, coupled with his record of securing peace and maintaining economic growth, will probably be enough to secure him a further term in office, but at a price.

The era of *de facto* coalition government may be over. Mr Ssemogerere, who has served in past cabinets, is now firmly in the ranks of an opposition which will turn its attention to the parliamentary elections.



Kampala, the capital city: Uganda's GDP growth has averaged 8 per cent annually since 1987 and last year reached an astonishing 10 per cent

Picture: Michael Wright

This leaves some Ugandans uneasy, for it can be argued that now as much as ever, Uganda needs a government of national unity if it is to cope with rebel activity in the north and sustain its high level of economic growth.

The past few weeks have seen a resurgence of fighting around Gulu and other centres in northern Uganda, involving a bizarre religious sect known as the Lord's Resistance Army, supported by neighbouring Sudan, and exploiting ethnic rivalries, historical grievances, and a sense of neglect highlighted by the contrast with the buoyant south.

Making development more equitable and maintaining growth will not be easy, as Joseph Mayanja-Nkangi, finance minister, readily acknowledges, for the country has some formidable hurdles to overcome.

Servicing the country's \$3.3bn debt takes up around 30 per cent of export earnings. The country's skills shortage is exacerbated by the blight of Aids, which according to one forecast could see life expectancy fall to 32 years by 2010.

Placing the banking sector on a healthy footing is proving a demanding job, with the Uganda Commercial Bank, the country's largest, paying the price for ill-advised loans to government officials, politicians and senior army officers.

And while the Uganda Investment Authority calculates that some \$850m in foreign investment has been attracted to the country since 1981, even higher commitments are necessary if Uganda is to maintain growth and reduce its dependence on donor support.

Official gross aid flows totalled about \$550m in 1994/5, more than twice the value of merchandise exports, and the same amount last year.

"At present," notes a World Bank study, "aid covers more than 80 per cent of all public investment and a substantial share of other public outlays."

Meanwhile, the structural adjustment programme which is at the heart of Uganda's economic reforms still has a long way to go, and must overcome resistance.

Much of the returning capital has gone into rehabilitating a manufacturing sector dominated by import substitution.

Many businessmen, led by the Uganda Manufacturers' Association, argue that the pace of trade liberalisation demanded by the World Bank is too rapid, leaving their factories vulnerable to cheaper, imported products.

Yet Uganda can draw on an extraordinary range of natural

resources to help it overcome these challenges and fuel further growth.

The revival of the country's high quality cotton crop, rehabilitation of the tea estates, development of non-traditional agricultural exports ranging from vanilla to roses, will provide a huge boost to the economy.

Other assets soon to be realised or expanded include the cobalt in the tailings at Kilembe copper mines, and the tourist potential of one of Africa's most scenic countries.

Mr Museveni's great achievement has been to provide the platform of peace and security that economic growth requires. As the political temperature rises in the run-up to next month's poll, Ugandans will need to ensure that old rivalries and tensions do not jeopardise the continuation of the country's economic recovery.

Yoweri Museveni era of coalition government may be over

Paul Ssemogerere's stronghold among the Baganda in the south

1990 exports of tobacco, tea, cotton and copper were nil or negligible. Production of coffee, the main foreign exchange earner, slumped to half pre-Amin levels, while a once thriving tourist sector had folded.

Manufacturing had collapsed, hastened by the mass expulsion of Asians and a crude nationalisation policy.

The country remains deeply scarred by its past skills were depleted by political killings under Amin and former President Milton Obote, and a badly damaged road, rail and power

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### TELECOMMUNICATIONS PRIVATISATION EXPRESSIONS OF INTEREST

The Government of Uganda, through its Privatisation Unit, invites expressions of interest from experienced network operators, providers of public telephony and other investors who may be interested in the investment opportunities in the telecommunications sector in Uganda.

Uganda is in its 10th year of stable government, comprehensive economic reform and has one of the fastest growing economies in Africa. Over the past 5 years the country has consistently achieved and often exceeded goals set by the IMF and the World Bank for GDP growth and inflation. The International Finance Corporation (IFC) has been retained by the Government as financial advisor for the transactions outlined below.

This privatisation offers qualified investors an opportunity to:

- Acquire a significant majority stake in the existing network, or to
- Bid for a licence to build, own and operate a second national network to compete with the existing network

Goals for the sector include:

- Meeting an immediate unmet demand of potential subscribers
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- Achieving internationally accepted service quality targets
- Eliminating Government from ownership and operations while strengthening its policy and regulatory roles
- Fostering competition in all market segments

In order to achieve its goals, the Government will, this year:

- Enact comprehensive, internationally developed legislation, establishing an independent regulatory body to provide for the rights and obligations of authorised operators and providing for interconnection, performance obligations and fair competition as well as for the interests of subscribers and investors
- Tender a license to a Second Network Operator (SNO) for local, long distance, international and cellular communications, plus value added services such as Internet access, electronic mail, voice mail and other specialised services; allow the SNO to operate under all existing international telecommunications agreements and agencies to which Uganda is a signatory; and mandate interconnection to the existing network under contractual terms and conditions to be negotiated prior to closing the transaction
- Create Uganda Telecommunications Limited (UTL) to hold the telecommunications assets of the Uganda Posts and Telecommunications Corporation (UPTC)
- Sell a controlling interest in UTL to a qualified strategic investor or consortium of investors

Further information is available to experienced network operators, providers of public telephony and other investors. To obtain this information, interested parties may access the World Wide Web Page Uganda Privatization Org or should send their request together with a copy of their latest Annual Report to.

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Privatisation Unit  
Ministry of Finance and Economic Planning  
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## 2 UGANDA

■ Economy: by Michael Holman

## Top of the reform league

Uganda has to consolidate its achievements and attract substantial foreign investment

When the World Bank and International Monetary Fund (IMF) launched their structural adjustment programme in Africa, few would have thought that a decade or so later Uganda would be leading the field of successful reforms.

Even though the country's 1994-95 gross domestic product growth of 10 per cent owed much to a boom in coffee earnings - directly worth 8.3 per cent of GDP according to one estimate - the foundations for the remarkable performance had been laid over the years.

Now Uganda has to consolidate its achievements and do what no other African country has managed.

It has to follow in the footsteps of east Asian economies and maintain high growth, breaking free of its dependence on aid by attracting substantial foreign investment and increasing levels of domestic investment.

To do this Uganda needs to expand an export base reliant on a handful of cash crops, make an import-substitution manufacturing sector competitive in international markets, and provide a more efficient economic environment. What is more, Uganda has to carry

out these measures while coping with a difficult transition to multi-party politics.

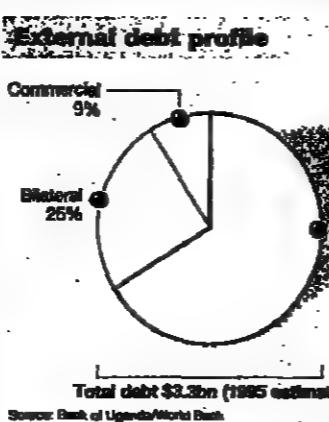
It is a tall order, given constraints that range from a weak financial services sector to a poor infrastructure, a relatively small and landlocked domestic market of 19m people, and levels of domestic investment that are well below East Asian levels.

Officials say that the country has already passed the first test, however, by maintaining fiscal discipline and resisting the temptation to spend in an election year - unlike Ghana, the only mainland African country whose reform performance can compare with Uganda.

Joash Mayanja-Nkangi, Uganda's finance minister, insists that he has President Yoweri Museveni's backing in his determination to keep state purse strings tight.

The only areas where original budget estimates for 1994-95 have not been met, he says, are defence, where spending has risen as a result of the rebel activity in the north, and a higher than anticipated cost of forthcoming presidential and parliamentary elections.

Western donors are not so sure. Spending over-runs may not be more substantial than the minister suggests, they suspect, and they are waiting to see the latest data for themselves. But as of the end of last year, government was meeting its commitments under an IMF extended structural adjustment



ment facility (ESAF), and the Fund released the second \$50m tranche of its \$180m ESAF agreement.

Among the performance targets, say Fund officials, is the continuing reduction of the overall budget deficit before grants as a percentage of GDP. This has fallen steadily from 15 per cent of GDP in 1991-92 to 7.5 per cent in 1994-95, and the aim is to bring it down to 4.4 per cent by 1997-98.

This has been helped by rigorous cuts in both the civil service and army. The former has been reduced from 320,000 people in 1990 (including so-called "ghost workers") - employees who have died, but whose relatives still collected their salaries - to around 160,000 at the end of 1994.

About 33,000 soldiers have been demobilised in the past two years, and a further 12,500 are expected to go in a process which will eventually reduce the army to half its present size.

Several banks, however, are in severe difficulties, with the biggest problem posed by the Uganda Commercial Bank, the country's largest bank, accounting for half of all commercial assets, 48 per cent of

## Key Facts

Head of state:	Yoweri Museveni
Population:	19.3m est
Land area:	247,000 sq km
Coordinates:	0° 30' S 30° 00' E
Exchange rate:	USh1,200/US\$1
1995 average:	USh1,210/US\$1
1994 average:	USh1,210/US\$1

Source: Bank of Uganda/World Bank

which will eventually reduce the army to half its present size.

Foreign exchange controls have been lifted, inflation brought down to 6 per cent for the year ending March, 1995, and the overall balance of payments position has moved from a deficit of \$3.2m in 1992-93 to an estimated surplus of about \$12m in 1994-95.

The return of Ugandan Asians expelled by the Idi Amin regime in 1972, coupled with greater general confidence in the economy, has seen the return of flight capital averaging almost \$300m a year over the past three years, according to IMF estimates.

Several banks, however, are in severe difficulties, with the biggest problem posed by the Uganda Commercial Bank, the country's largest bank, accounting for half of all commercial assets, 48 per cent of

all bank deposits and 55 per cent of loans.

Last year the government restructured UCB by handing off non-performing loans to a recovery trust, in exchange for interest-bearing bonds, and injecting fresh capital.

But what makes the issue particularly sensitive is the fact that the UCB's non-performing loans, now standing at USh100bn (100m), are mostly owed by politicians, top managers and senior army officers.

The second difficult policy area involves the fact that much of the recent investment has gone into an import-substitution manufacturing sector which will be vulnerable to further trade liberalisation - a key condition to continued donor support.

James Mulwana, chairman of the Uganda Manufacturers' Association, argues that his members need more time to

consolidate and adjust. "Give us two or three more years," he says - a plea which finds little sympathy from donors anxious to press ahead.

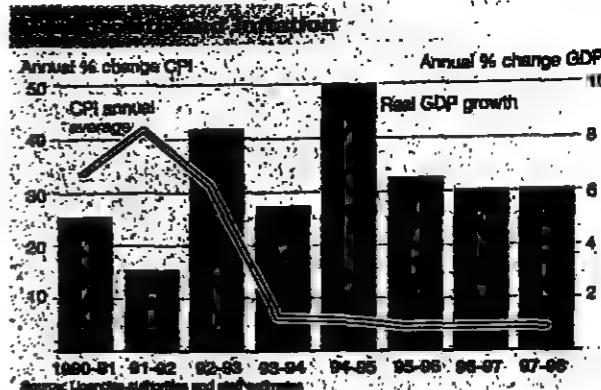
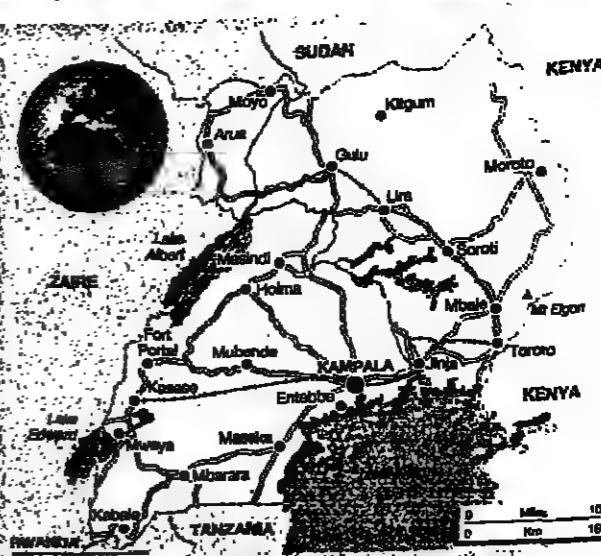
The country has also yet to resolve the burden of external debt, now standing at \$3.4bn.

Servicing the debt takes up

nearly a third of export earnings, and half of those payments go to multilateral lenders - such as the World Bank, whose purpose is to help Uganda break out of poverty.

But perhaps the critical question facing the government is whether it can raise domestic investment to East African levels.

Professor Paul Collier of the Centre for the Study of African Economies in Oxford points out that while private investment has been growing more rapidly than GDP for six years, public investment has followed an "extraordinary" pattern,



higher rate of investment in farms and factories, as well as in human capital and economic and social infrastructure.

As one donor official puts it: "Uganda now has to show it can provide the management of its resources that sustained growth requires."

■ Investments: by Michael Holman

## Exciting opportunities abound

Political stability and sound economic policies have played a part in attracting investment interest

It seems appropriate that three of Uganda's leading development agencies - the World Bank, the Commonwealth Development Corporation (CDC) and the Development Finance Company of Uganda

(DFCU) - should be located at Rwenzori House, the slick new office block in central Kampala.

Both the CDC and the DFCU were among investors shrewd enough to have put their money into its construction, and are expecting a most satisfactory rate of return - hoping to recover their cut within five years.

In its more modest offices on Kampala's busy main street, George Rubagumya, executive

director of the Uganda Investment Authority, sets out the factors that have made the country one of the most exciting investment opportunities in Africa: political stability; sound economic policies; a freely convertible currency; no restrictions on the employment of expatriates; cuts in corporate tax rate from 40 to 30 per cent; and investment incentives of up to six years and duty-free imports of capital goods and

machinery. Opportunities range from the traditional strength of the Ugandan economy - agriculture - to the introduction of high-technology, such as communications.

One of the main projects soon to get under way is the construction of a cobalt processing plant at Kilembe, 400km west of Kampala, where there is some 1.1m tonnes of cobalt pyrite as a by-product of the copper mining.

Brian Perks, the Commonwealth Development Corporation's manager in Uganda, explains how the CDC, the European Investment Bank, the International Finance Corporation (the World Bank's soft-loan operation) and the French company Proparco will collaborate in an \$80m project that will extract cobalt from the pyrite at a rate of 1,000 tonnes of cobalt annually over the next 12 years.

CDC's total investment in Uganda is some \$47m. A third of that has gone into reviving the dilapidated tea industry, where CDC is the single largest shareholder in Rwenzori Highlands Tea Company, in partnership with James Finlay plc. It also has placed funds into CeTel, Uganda's recently established mobile telephone company, and Rwenzori House itself, with a 40 per cent stake.

Meanwhile, Jona Joy, secretary of the CDC as operations manager at the Development Finance Company of Uganda (DFCU), outlined a pyrethrum project run by Agro Management (Uganda) in which DFCU, the East African Development Bank, the US Agency for International Development (USAID) and the DFCU itself will take part.

The project, a prime example of the country's potential to develop non-traditional agricultural exports, is expected to generate foreign exchange earnings of around \$5m a year, involving 30,000 small farmers.

It is one of around 50 projects in the DFCU portfolio, whose growth reflects the transformation of the Ugandan economy, quadrupling from USh1bn at the end of 1992 to USh22bn by the start of this year.

First formed in 1964, but revitalised in 1988 with an injection of new capital from its four shareholders - the London-based CDC, IFC, DEG, the German development institution, and the Uganda Devel-

opment Corporation - DFCU has no shortage of funds for appropriate projects, says Ms Joy. "Ensuring good management is usually the biggest difficulty."

For local investors difficulties in raising credit is a significant problem, in part because of their own poor track records, in part because of the weakness of the banking sector. "Parts of the banking industry are experiencing grave difficulties - in particular, the non-performance of loans and very substantial arrears," says Ms Joy.

"Cases vary, but in DFCU's experience, very poor performance of a loan is nine times out of 10 the result of inadequate management, or unwillingness by the project sponsor to honour them due."

A weak financial sector and shortages of management skills, as well as political lobbying for favoured clients, have been among the difficulties experienced in Uganda's privatisation programme, under which a dozen hotels, as well as cement, distillery, textile, tobacco, and other companies have so far been returned to the private sector.

But further investment opportunities are opening up as the government attempts to meet its target of putting 85 per cent of state-owned enterprises back into the private

sector by December 1997, raising more than \$200m and contributing between 7 and 8 per cent of total tax revenues collected.

The latest development is the expansion programmes at the group's main industry, the Kakira Sugar Works outside Jinja, which will nearly double output to 120,000 tonnes of sugar a year.

But perhaps one of the most striking examples of the reversal of the disastrous nationalisation policy is the revival of the Madhvani family agricultural group of companies.

Reduced to near-dereliction during the Amin era, the combination of external and local investment and the return of the Madhvani management has brought about a remarkable recovery in the group's for-

tunes, with total assets in Uganda now standing at more than \$200m and contributing between 7 and 8 per cent of total tax revenues collected.

Housing is difficult to obtain and expensive, power supplies are inadequate and erratic, and the road and rail network remains weak.

Foreign business people also express concern about what they see as an increasing level of corruption and official patronage. "Nowhere near the scale of Kenya," said one, "but sometimes enough to make the difference between following through with a project or pulling out."



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■ Agriculture: by Michela Wrong

## A lush market garden

Good rainfall and better husbandry are pushing coffee production ever upwards.

Uganda has successfully resisted the urban rush witnessed in so many other African countries. Fewer than 1m people - a 19th of its population - live in the capital Kampala.

From the air it is easy to see why. With its rolling hills of fertile, well-watered soil the country resembles one large, lush market garden. With such an abundance of ready food to hand for 2.5m smallholders, why move to the city?

The country's reliance on agriculture has done it little harm of late. Last year's surge in world prices for coffee, its main export, fuelled a mini-boom and prompted the government, worried about its potentially destabilising effect, to slap a tax on coffee. The International Monetary Fund estimates the coffee windfall accounted for 3.7 per cent of overall GDP.

Although prices have now fallen, coffee could still account for some 65 per cent of GDP this year. Good rainfall, better husbandry, thanks to the farmers' renewed interest in the crop and the planting of young bushes to replace ageing stock.

are pushing production ever upwards.

Tress Bucyanayandi, head of Uganda's Coffee Development Authority, says output in 1995/96 should be 198,000 tonnes, 0.3 per cent up on 1994/95. "We're back at what we consider normal average production after the years of disruption and heading back to the peak of 213,000 tonnes reached in 1972/73. We aim to reach that and maybe exceed it."

The sector has been in the process of liberalisation for the past five years. The Coffee Marketing Board's monopoly on exports was removed in 1990, taxation reduced and most recently an export floor price was abolished. The result is a near doubling of prices paid to farmers since 1990.

But liberalisation has had an impact on quality and Uganda now needs to concentrate on improving standards if its robusta beans, which dominate exports, are to retain their premium on the world market.

"In the monopoly years farmers often had to wait a long time for coffee to be collected, so they stored and dried it carefully. With the proliferation of buyers, coffee is sold immediately and quality suffers," says Mr Bucyanayandi.

"The message is now getting through that we cannot afford to let Uganda's reputation decline."

The sector is gradually settling as less experienced

exporters collapse. Although 260 exporters have applied for licences since liberalisation started, only 60 survive and of those only 40 are really active. Mr Bucyanayandi expects 40 to 50 serious exporters to remain in two years' time.

Now that world prices have fallen, growers are looking for ways of adding value. One idea being considered is to revive exports of wet processed coffee, largely abandoned during the years of political instability.

"Studies show that as long as you can guarantee a minimum volume to the buyer, wet processed coffee pays because it caters for a specialty market," says Mr Bucyanayandi. "It's up to individual farmers, but we would certainly encourage this development."

Uganda's other traditional agricultural sectors - cotton, tea and sugar - did not weather the turmoil of the 1970s as well as coffee. Although liberalisation has triggered a recovery, output still bears no comparison to levels reached before Idi Amin expelled Asian estate owners.

One of the world's biggest cotton producers, exporting 470,000 bales in the early 1970s, Uganda produced 33,000 bales last year. Now liberalised, the sector had been crippled by civil strife, an inefficient marketing board and poor management by co-operative unions which failed to pay their farmers.

Impressed by the govern-

ment's open exchange rate policy, its record of political stability and an investment code that promised zero tax for the first five years, Mr Robertson singled out two ginneries in the eastern district of Pallisa.

The Iki-Iki and Kabole ginneries had been rehabilitated in the 1980s and were in good condition. One was working only at a fraction of capacity and the other had not operated for three years. The North Bukedi Co-operative Union responsible for them was bankrupt, owing money to the banks, farmers and its workers.

Advised by Uganda's Investment Authority and Cotton Development Organisation, Africa Resources arrived in Uganda last year with less than \$1m to invest in an export-oriented agricultural venture. He soon decided the long-neglected cotton industry offered the greatest promise.

Once one of the world's biggest cotton producers, exporting 470,000 bales in the early 1970s, Uganda produced 33,000 bales last year. Now liberalised, the sector had been crippled by civil strife, an inefficient marketing board and poor management by co-operative unions which failed to pay their farmers.

"I returned to sign and found

they had stolen my contract from under my nose," says Mr Robertson. It seemed a familiar chapter in the typical African business saga - sleaze factor sends naive foreign investor packing.

It was at this point that Mr Robertson's decision to go through official channels rather than taking short cuts paid off. He complained to the Ugandan Investment Authority and they intervened. All memorandums of understanding were cancelled and the union was told to put rival offers to a members' vote.

Mr Robertson spent weeks in Pallisa going from door to door, explaining his plans to farmers. "The rival group lobbied the president and the minister, but it didn't spend a day in the district. On the day of the vote the farmers opted unanimously for me."

The fight was not over. As the deal was finalised, the rival group continued to put intense pressure on union officials and the district commissioner to switch sides.

"On the very day we signed union officials were being approached in their hotel by men offering brown paper bags of money. It was a half of a

tense process. But the fact a deal had been held made it impossible for those involved to go back on it."

The ginneries started operating under new management last December and are now buying from 10,000 farmers, distributing \$15,000-25,000 cash daily through a network of primary buyers.

For farmers who had not been paid in cash since the 1980s, the sudden inflow has been a tremendous psychological boost.

The first crop was a disappointing 3,500 bales, but Mr Robertson confidently predicts next year's crop could reach 15,000-20,000 bales. "This season we had to prove to farmers

we were serious, around to stay and we paid cash. There are 56,000 farmers in Pallisa and every one now wants to grow cotton."

The ginneries are working six days a week and Africa Resources believes in three years' time it could net \$2m in profit on turnover of \$12m, not to mention a 10 per cent annual return on a \$1m investment.

Mr Robertson believes his story illustrates the importance of going through official channels when investing in a country such as Uganda.

■ Cotton: by Michela Wrong

## Object lesson for investors

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## 4 UGANDA

■ Tourism: by Anna Borzello

## Visitors are starting to make their way back

Uganda's tourism master plan seeks to avoid mistakes made by its neighbours

Aids and Idi Amin are what most foreigners associate with Uganda, and neither mental image tends to trigger enthusiasm for a visit. Despite such handicaps, tourism is now the fastest growing section of the economy, rising 18 per cent a year. In 1995, tourist arrivals reached 175,000, the level originally projected for 2002.

The figure represents an impressive turnaround. In the early seventies, Uganda's tourism industry matched that of neighbouring Kenya. It was then the country's third largest foreign exchange earner, with 65,000 annual visitors. Then the megalomaniac Amin seized power and everything changed.

Most of the industry was run by Asians. Amin expelled them in 1972 and distributed their properties to his followers, who ran them into the ground. But the widely-reported atrocities of his regime were a stronger deterrent than poor cuisine or dirty sheets.

The decline was sealed during the "liberation war" of 1979, when invading Tanzanian forces went on machine-gun killing sprees in the game parks, slaughtering wildlife for sale on local markets.

Poaching became commonplace. A hippo is large enough to feed a village and tastes a little like pork. Thousands of elephants in the Queen Elizabeth and Murchison Falls national parks, living up to their reputation for intelligence, sized up the situation and crossed into Zaire.

Although tourist numbers climbed slightly in the early eighties, the industry only began to revive when President Yoweri Museveni took power in 1986. Seeking to escape dependence on coffee

exports, the government pointed tourism as a key source of foreign exchange.

In 1990, Uganda's Tourism Master Plan - drawing on lessons learned from 20 years of global mass tourism - set out to target the high spending, low-impact "eco-tourist" who brings in money without damaging the environment.

In drafting its plans, Uganda has regarded its more commercialised neighbour, with its saturation game viewing and environmental degradation, as a salutary lesson.

"We really want to avoid mass tourism. We don't want to be like Kenya," says Ignatius Nakisharo, marketing manager of the Uganda Tourist Board.

By-laws dictating what buildings can be constructed within the national parks are aimed at ensuring that the ugly hotels that blight scenic spots in so many developing countries never spring up.

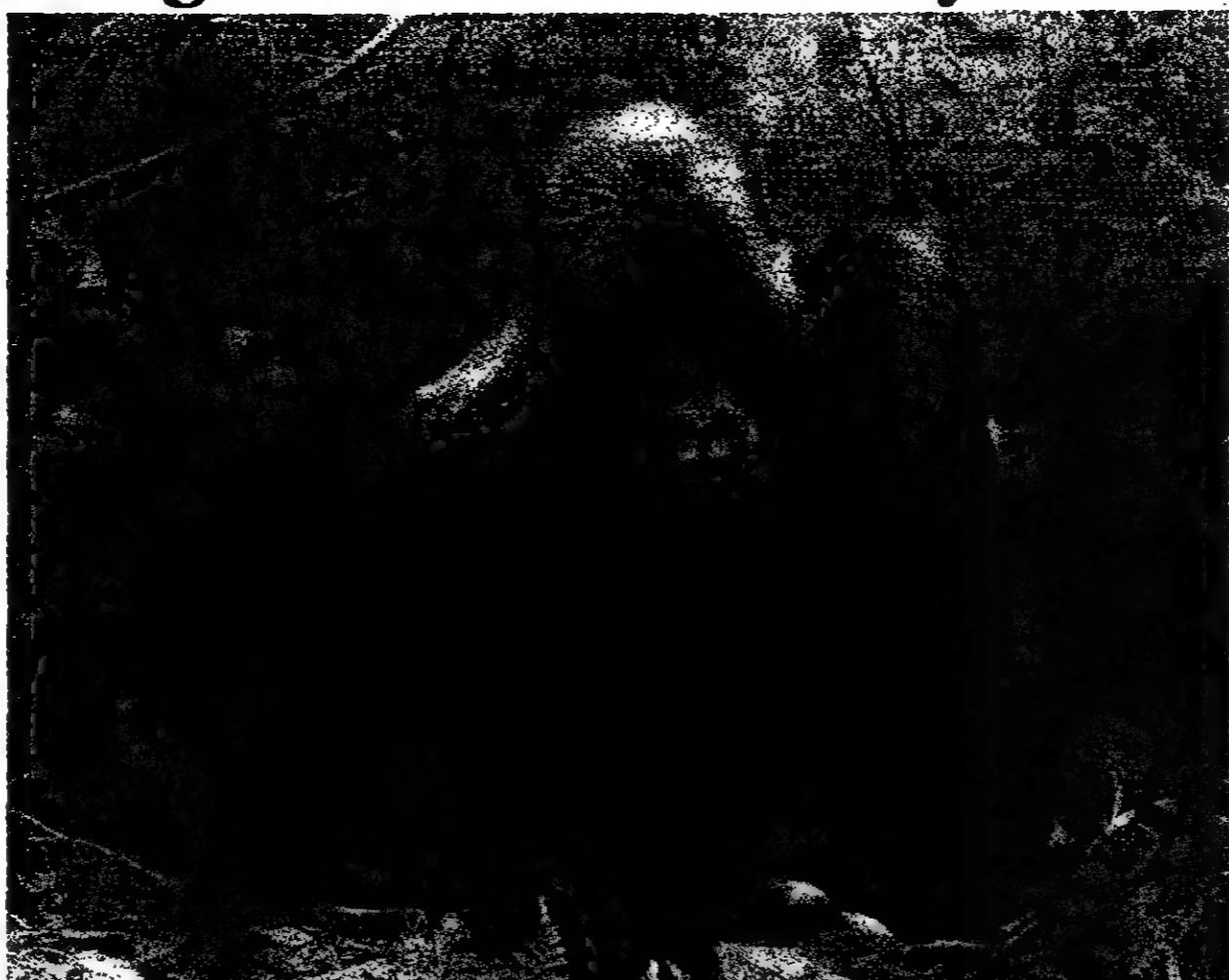
The emphasis is on local participation and revenue sharing, but to long-term development. Uganda National Parks has promised that 12 per cent of park profits will be distributed to the local community, with 2.4 per cent going into a central pool to benefit less successful parks.

Unfortunately, this requirement is not yet practicable, given that Bwindi Impenetrable National Park, whose mountain gorillas are the country's biggest tourist drawcard, and the Mgahinga gorilla national park are currently the only ones operating at a profit.

While last year's tourist figures suggest a staggering success for the plan, they are somewhat misleading.

"About 90 per cent are on business or visiting family," a senior ministry of tourism official says. "Only 20 per cent are holiday-makers and only a handful are high-spending tourists."

Most are backpackers and overlanders, tolerated as path-



Mountain gorilla: Uganda's biggest drawcard in a fast-developing tourist sector

Photo: Christopher Tumwebaze

breakers for wealthier custom. Hampering development is the lack of a skilled workforce and a creaking national infrastructure.

Middle-income visitors may quibble over poor food, slow service and cold water in the lodges but backpackers have more basic complaints - simply getting to Kidepo or Murchison Falls, parks in the north and north-east, can be a challenge.

At Queen Elizabeth, where

there has been a recent upsurge in rebel activity.

"People have need to realise that we must be a little more professional," said Geoffrey Zobbo, president of the Uganda Tourist Association.

Although animal numbers are steadily rising, those accustomed to the easy game viewing on offer in South Africa and Kenya will find Uganda a challenge.

At Queen Elizabeth, where

the lakeside Mweya Lodge is about to undergo a \$4m renovation under its new Asian owners, hippos trot gracefully past bedrooms at night. But the elephant population, which has risen to 1,100 from 150, can be more elusive and a game drive exposed little more than a few waterbuck.

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Top 150

## ARTS

Cinema/Nigel Andrews

# Fascist view of the usurper king

When I first saw *Richard III* at the Berlin Film Festival I had an outburst of defensive belligerency. It was probably the spirit of my surroundings. In Hitler's city it seemed a touch glib, not to say tasteless, to have Shakespeare's play dragged up in all senses - with facinets, SS uniforms, Luger and red-on-black fascist regalia.

Second time around, a series charm and rich resonance issue from Sir Ian McKellen's usurper king, a smarmy bloodhound with Vincent Price monologue and cod-Sandhurst accent. We admire his wit and his timing (comical and murderous-political). And we applaud his gymnastic agility with his one unwithered arm, even though I missed the higher virtuosity with which he used to unbutton and don double jackets in the original mid-dress National Theatre production by Richard Eyre.

McKellen and director and co-writer Richard Loncraine push the play, only slightly screaming, into a 1930s England shot in saturated colours and rearranged by computer graphics. St Pancras station, playing the royal palace, stands on the River Thames. The Brighton Pavilion stands on the seafront. And Battersea Power Station stands almost everywhere, its white hoar-trunk chimneys representing every House of York power base from the Tower of London to Borswith Field.

Purists may sniff at some silliness: like the casting of Robert Downey Jr as the Queen's American-accented brother. (He gets stabbed through a mattress just like the *Friday The 13th* teenager he resembles.) The Queen herself is Annette Bening, also American and also struggling. Surrounded by horn-to-the-horn actresses like Maggie Smith and Kristin Scott Thomas, hauntingly good as a Lady Anne prone to wander into morgues and "about up"

in the back of limos, Bening tries speaking loudly and boldly. But that is what Hollywood lady executives do, not English queens.

Elsewhere, for all its grander set-moments - the opening tank bursting through the wall, the final toppling of Richard into hell's flames - this *Richard* is best when it is quiet. McKellen's bickering patiently with John Broadbent's owlish Buckingham as they watch the grainy black-and-white newsreel that

**RICHARD III**  
Richard Loncraine  
**THE BIRDCAGE**  
Mike Nichols  
**SAFE**  
Todd Haynes  
**COPYCAT**  
John Amiel

is all we see of Richard's coronation. (There is a budget-saving ingenuity for you.) Or best of all, Richard saving the second half of his "Now is the winter" soliloquy for that quiet place where we can all be alone with our guilts and schemes and thoughts. The loc.

\* As *La Cage Aux Folles* it was a French stage comedy, a French film and a Broadway musical. As *The Birdcage* it is an identity crisis masquerading as a movie. Screenwriter Elaine May and director Mike Nichols, who once wowed the nightclubs as a comedy act before splitting up to make movies, have seized on this their first screen collaboration by a Great Idea.

Let us set the story (they no doubt unisoned) in outrageous South Miami Beach. And let us make the stuffy father (Gene Hackman) of the girl who is to marry the son of the gay night-club-owner (Robin Williams) who (Williams) must clear his

name. The story is a comedy of manners and mirth.

That is the condition in which, put simply, you are allergic to everything. Even, it seems here, to *hating* everything. Carol lives in a home out of "House Beautiful", has a

caring husband and model child and defies Smog City with aerobics and healthy eating. Yet by the close she is immured in a clinic, beating sparrow-like against her fate inside her own bubble-shaped garn-insulation chalet.

Since this director made *Pot*,

that is why triptych whose central story spoofed the 1960s Hollywood killer virus movie, we sniff excitedly for double meanings. We suspect that

Haynes suspects that this

Illness is at worst imaginary, at best wonderfully ambivalent.

For like another Haynes heroine, anorexic singer Karen Carpenter, who was played by his mockingly

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his *School for Wives* is its serious and radiant presentation of the heroine, so that we feel her guardian's plans for her were a form of misogyny, that they were, indeed, a crime against nature. Yet we feel nothing that seriously here. Oregon's gullibility is just daft, and *Tartuffe's* hypocrisy casts no chill.

McDiarmid's skill with crusty pantomime types and his fondness for little over-the-top explosions work

for little in the role of Oregon. Susan Harker's Botticellian loveliness and Bambi hammer work well for his wife Elmire.

Tom Hollander - now wearing his blonde hair way past his shoulders, and casting his eyes heavenward in attitudes worthy of Groucho - is suitably cast as *Tartuffe*, with his venomous little frog voice (used here often in the quietest tones), his outside head, his cherub/ugly looks.

The comedy becomes more incisive with the irrepressibly outspoken Dorine of Diane Bull and the vivid but slightly (amazingly) silly Marianne of Emma Chambers. But everything here is geared to make *Tartuffe* not truthful to life but merely effective as theatre.

At the Almeida Theatre, London N1



Smarmy bloodhound with a cod-Sandhurst accent: Ian McKellen as Richard III, updated to the 1930s

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room that gets vaster, or seems to, with each new stage in Carlo's marital annul.

Look too at Moore's performance - that squinty stare that comes from a lifetime of emotional flinching, that poised inaction that stance on the verge of crumpling into the rag-doll. This is the summation of a century's mamequin Hollywood manners: of beauty as social requirement, of perfect trolley as perfect

Some viewers complain of too much neutrality. Carol is so passive. The soundtrack is so quiet. The camerawork is so cosseting. We keep expecting a soothing voice to say, "Time for your medication, Mr (or Mrs) Audience."

Yet the lush antiseptic visuals, out of 2001 by *Invitation Of Life*, harbour their own sardonic gems. Look at the giant bacilli at Carol's birthday party. Look at the luxury bed-

killers. Hunter plays the San Francisco police detective seeking a multiple slayer. Weaver is the agoraphobic lecturer on serial murder, who has confined herself inside her apartment ever since the day a real killer tried to give her a practical demonstration.

For someone phobic about wide open spaces she has a nice taste in picture windows. Probably any psychopath in California could spy on her through that square mile of double glazing. But then that is what the plot requires. A heroine in jeopardy, the last scene shadow in the doorway, the noisy crescendo of contrivance and coincidence.

## Concert/Adrian Jack

## Mutter and Orkis

T he violinist Anne-Sophie Mutter is on a recital tour of 18 European cities with the pianist Lambert Orkis.

They reached London's Barbican Hall on Friday and were greeted by a capacity audience. Mutter is always good to watch: elegant and gracious, and at one with her excellent partner. She played a demanding programme entirely from memory and did all her tuning off-stage.

Her programme was almost two recitals - the first half serious, the second entertaining. Brahms's youthful, fiery Scherzo in C minor is suitably cast as *Tartuffe*, with his venomous little frog voice (used here often in the quietest tones), his outside head, his cherub/ugly looks.

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The dominating personality after the interval was the glamorous Spaniard Sarasate, whose own

playing inspired so much music by other composers. His outrageously seductive *Arbol de la vida* and spectacular *Carmen Fantasy* were separated by Wieniawski's atmospheric, gently brooding *Legend in G minor* - no lack of warmth from Mutter here. As for the flood of soulfulness on the violin's lowest string and fireworks spitting and sparkling across the others in both Sarasate medleys, Mutter was on perfect form.

The *Carmen Fantasy* relegated Lambert Orkis very much to the role of scene-setter, but he came unexpectedly into his own with his resounding, mock-pompous announcements of the three encores which tickled everyone including Mutter. For the record, they were Brahms's Second Hungarian Dance, the Hoe-Down from Copland's *Rodeo* and a Heifetz arrangement of Debussy's song, "Beau soir", whose creamy, muted melody sent us floating home on a cloud of contentment.

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## Opera

## Tosca to the rescue

W henever a production is cancelled at Covent Garden, there is always *Tosca* waiting in the wings. The lost opera this time was *Il corsaro*, which had promised to be one of the most attractive offerings in this year's Verdi festival. This is already the third time out of the stable this season for Zeffirelli's old staging and with the right cast it still works.

The three principal singers this time are hungry to score a success in it. Nelly Miricioiu has not sung at Covent Garden as much as she might have done. In the last 10 to 15 years she has won a significant reputation overseas in the early 19th-century Italian repertoire and Verdi's *Il corsaro* would have suited her perfectly, but the change of plan now leaves her trying to reassess her reputation in Britain with the less comfortable role of *Tosca*.

Miricioiu sings as though she believes her voice is not big enough for the part in this theatre. The evening is split between quiet moments, where she is able to phrase with the beauty of sound she brings to Bellini and Donizetti, and louder passages where she resorts to forcing the volume. Professionalism carries her through, bolstered by her keen understanding of the words. Her *Tosca* is an artist down to her fingertips, the kind who turns every wave into a theatrical event.

Her *Cavaradossi* is Jose Carreras, who is temperamentally at the other extreme, as natural as she is affected. Like all three of the principals, he was originally intended for the Verdi and this Puccini is as yet on the heavy side for him. It was not until an exultant cry of "Vittoria" in Act 2 that he gave the full force of his voice to the audience. What promises to make him a special performer is his determination not merely to play the star tenor on stage. For "E licevan le stelle" Carreras does not parade up and down smugly. He simply sat slumped at a table and sang with infinite tenderness, as if just for himself.

That freshness is shared by Anthony Michaels-Moore's chilling Scarpia. In theory, this opera should be too heavy for him as well and, even after hearing him make such a confident job of it, I am not sure that the role is one he should be singing every day. It would be a shame if his beautiful lyricitone were to have its youthful sheen torn on Scarpia's treacherous vocal barbs. But everything about his performance is already alive to the dramatic possibilities of the role.

All three were newcomers to their roles at Covent Garden and they were in the safe hands of Edward Downes in the pit. Despite some moments when the tension flags, he is a more idiomatic conductor than others we have been subjected to recently. This was the 37th performance of *Tosca* at Covent Garden. May the next hundred or two be as unbroken.

**Richard Fairman**  
Performances until May 11.

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## INTERNATIONAL ARTS GUIDE

### AMSTERDAM

**CONCERT**  
Concertgebouw  
Tel: 31-20-5730573  
● Radio Kamerkorst and the Groot Orgelkoor with conductors Ton Koopman and Peter Eötvös perform Haydn's Symphony No.59 and Hellingmessa, and Lutoslawski's Partita and Musique funèbre. In Memoriam Bartók. Soloists include violinist György Pauk, soprano Barbara Schlick, alto Christa Pietscher, tenor Christoph Prégardien, and basses Maarten Koningsberger and Julian Hartman; 3pm; April 27

### BASLE

**EXHIBITION**  
Kunstmuseum Basel  
Tel: 41-61-2710228  
● Canto d'Amore. Klassizistische Moderne in Musik und bildender Kunst 1914-1935: exhibition focusing on classicist modernism in music and visual arts. The display features more than 100 paintings, drawings and sculptures from international museum and private

### BERLIN

**CONCERT**  
Konzerthaus Tel: 49-30-203080  
● Das Orgelwerk Johann Sebastian Bach: Organo con strumenti: organist/harpsichordist Joachim Dell and flutist Robert Lerch perform J.S. Bach's Concerto for Organ in C major, BWV 594, Sonata for Flute and Organ in E major, BWV 1035 and Sonata for Flute and Harpsichord in B minor, BWV 1030; 7.30pm; April 27

### DUBLIN

**CONCERT**  
National Concert Hall - Geólym  
Tel: 353-1-6711888  
● David O'Doherty and Deborah Kelleher: the violinist and pianist perform works by R. Schumann, J.S. Bach and Ravel; 1.05pm; April 26

### BIRMINGHAM

**CONCERT**  
Symphony Hall  
Tel: 44-121-2123333  
● The Japan Philharmonic Orchestra with conductor Jun'ichi Hirokawa and pianist Andrei Gavrilov perform works by Mozart, Rachmaninov and De Falla; 8pm; April 25

### BONN

**CONCERT**

Beethovenhalle

Tel: 49-228-631321

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### EDINBURGH

**EXHIBITION**  
Scottish National Gallery of Modern Art Tel: 44-131-5568921

Samuel Brittan

## Comparisons are odious

The art of exploiting economic league tables for political purposes lies in the choice of indicator, period of years and countries under examination

Most advanced industrial countries enjoy similar advantages and face similar problems. Yet instead of confronting the latter boldly, politicians have an invertebrate habit of focusing on small differences between one country and another and claiming that these are what matter.

The countries of the European Union, for instance, are plagued by a common problem of high unemployment and under-used human resources. Whether one country has a slightly higher or lower unemployment percentage than another is much less important – and is in any case very hard to determine even after the best efforts of international statisticians.

Yet international economic league tables are still popular with politicians. They were first made fashionable by Harold Wilson in his days as Labour financial spokesman in the late 1960s. During the more rapid changes of government in the 1980s and 1990s a little less was heard of them. But they came back in the long boom of the 1980s, when they were used by the Thatcher government. Now Labour has taken up these tables again.

At the end of last year the party published an advertisement entitled "World Prosperity League" in which the UK was ranked as 18th. The caption said "If you'd slumped to 18th, wouldn't you get new management?" The remedies suggested were the expected mix of New and Old Labour. In a Commons speech Mr Kenneth Clarke, the chancellor, retaliated with another league table provided by the Treasury. This showed the growth performance between 1981 and 1993 of a smaller number of countries, the Group of Seven leading industrial nations. Using estimates by the Organisation for Economic Co-operation and Development, it compared the low point of the earlier business cycle with the low point of the recent one. The results were more reassuring. Japan led

Labour's list, Hong Kong and Singapore, are not included as they do not belong to the OECD. But it is not worth quibbling over the matter. Who would want the repressive Singapore style of government for the sake of one or two dubious points on GDP? Or live like Hong Kong in the knowledge of an imminent takeover by the Chinese communists? In addition the full OECD list included countries such as Turkey, Mexico and Greece which are still emerging economies. They contributed to the tail-end of the league, which Labour – quite legitimately – cut off.

The Labour advertisement ranked countries by gross domestic product per capita measured at exchange rates adjusted for purchasing power parity – but without indicating how large the differences were. The estimates we obtained from the OECD correspond closely to Labour's.

The main difference is that the 16th and 17th countries on

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### Two growth leagues

GDP per capita at purchasing power parity 1994, (UK=100)

	Real GDP per capita average annual growth rate 1981-93, (%)
UK	100.0
US	143.5
Switz.	135.6
Norway	124.5
Japan	117.6
Denmark	116.4
Canada	115.8
Austria	114.5
Belgium	114.3
Germany	111.5
Iceland	109.2
France	108.5
Italy	105.8
Math.	105.3
Australia	104.1
UK	100
Sweden	98.7
N.Zealand	92.1
Ireland	90.2
Finland	88.2
Spain	76.5
Portugal	69.9
Greece	64.1
Mexico	51.0
Turkey	20.0
EU 15 av.	100
EU 15 av.	100
G7 av.	100
UK-100	100

Source: OECD

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UK	100.0
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Japan	117.6
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Austria	114.5
Belgium	114.3
Germany	111.5
Iceland	109.2
France	108.5
Italy	105.8
Math.	105.3
Australia	104.1
UK	100
Sweden	98.7
N.Zealand	92.1
Ireland	90.2
Finland	88.2
Spain	76.5
Portugal	69.9
Greece	64.1
Mexico	51.0
Turkey	20.0
EU 15 av.	100
EU 15 av.	100
G7 av.	100
UK-100	100

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**ERNST & YOUNG**

## What needs to change

Book review: Robert Peston  
WHAT NEEDS TO CHANGE, New Visions for Britain  
Edited by Giles Radice  
HarperCollins, £14.99

## The way out of a political vacuum

or evidence of some sort of crisis at the top of the party.

It is also a problem in a second sense. Without a proper public debate, the party cannot hope to excite the electorate with a positive vision or win the battle of ideas.

Mr Blair is aware of the problem. "One of the most corrosive aspects of political debate is the use of negative campaigning which makes a rational discussion of serious issues difficult," he writes in the introduction to this collection of essays by journalists, politicians, academics and business people offering policy prescriptions for a new Labour government. "If somebody connected with the Labour party writes or says something controversial, then the Tories will misrepresent it, especially during the election campaign as Labour party policy."

The contributors are a disparate bunch – many of them not avowed Labour supporters. They include Charles Handy, the management guru, David Sainsbury, the chairman of the supermarket chain, Stephen Tumim, the former chief inspector of prisons, Peter Hennessy, the politics professor and Whitehall historian, and Geoff Mulgan, director of Demos, the think-tank, and dozen of the younger generation of policy wonks.

These matters need more than the space of an Economic Viewpoint for a proper airing. But by this stage the reader will hardly need to be told that my vote will not be decided by the league tables – or even by economic issues at all.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

We are keen to encourage letters from readers around the world. Letters may be sent to +44 171 873 5938 (please set fax to 'line'), e-mail: letters.editor@z.com. Translation may be available for letters written in the main international languages.

### Case for a museum of architecture

From Mr Jeffrey Jahn.

Sir, Your article concerning the exhibition of work of British architects at the Art Institute of Chicago closed by lamenting the lack of a museum space devoted to Chicago architecture ("Britain's finest pose challenge for Chicago", April 9). There are spaces that are devoted to this subject, namely the Chicago Cultural Center's architecture galleries and the Chicago Architecture Foundation, but a case can be made for significant space dedicated to a permanent exhibition on that subject.

In the meantime, Chicagoans and visitors will have to limit themselves to the originals. The Chicago Architecture Foundation, located in the Burnham-designed Santa Fe Building (Railway Exchange) across Michigan Avenue from the Art Institute, offers more than 50 regularly scheduled architectural tours (some three times a day), with scores of special tours in addition. More than 100,000 participants are served by these tours each year. Indeed, one of the mottoes of the Chicago Architecture Foundation is "The city is our museum". No visitor will go unsatisfied by these walking (or bus, "El", bicycle or boat) tours.

Jeffrey Jahn,  
trustee, Chicago Architecture Foundation,  
55 East Monroe Street,  
Suite 4200, Chicago,  
Illinois 60603, US

### Route for Berlusconi to quit politics

From Dom Serafini.

Sir, Your analysis on the Italian election results ("Beneath the olive tree", April 23) is right on target, but not wholly accurate. If Massimo D'Alema, who runs the leftist PDS, could have proposed earlier the TV reform plan that only recently he was able to advance, Silvio Berlusconi's conflict of interest could have been solved a year ago.

Privatisation of state-owned telecommunications enterprises will contribute to getting Berlusconi out of politics.

Once D'Alema has taken the necessary steps to protect Berlusconi's media empire, Berlusconi will bid farewell to politics for a chance to bid for parts of the state telecommunications group, including telephone and cable.

D'Alema TV reforms will also allow Berlusconi to give up his third TV network (it indicates his commercial time inventory without properly amortising his programme library) and will revitalise RAI.

Dom Serafini,  
editor,  
Video Age International,  
216 East 75 Street,  
New York, NY 10021, US

### Out of touch with French economic reality

From Mr Dan Montague.

Sir, Stephen Bazen and Mark Taylor, economists writing from an ivory tower in Bordeaux University (Letters, April 6), seem curiously out of touch with economic realities. The "minimum wage" in France is £34.96, defined as an hourly rate of FF36.96. According to them, fewer people (3 per cent) earned the minimum in 1994 compared with 1989 (12 per cent), but what does this mean? Between 1989 and 1994 the SMIC rose considerably, and the number of unemployed and the number of hours they

worked in France also changed.

Perhaps Bazen and Taylor should have consulted L'Institut du Travail. In a recent report, it pointed out that if the minimum wage you can pay a part-time gardener in France is FF36.96 an hour, plus nearly 50 per cent compulsory social security contributions and holiday pay (i.e. nearly 29 an hour), not many people are likely to employ them other than "on the black".

The fact that there are tax allowances for the cost of employing gardeners and home

help is little encouragement to the majority of the French, who are not liable to income tax anyway.

In the real world, if the minimum cost of hiring someone is set high enough, most potential employers will leave the job undone, do it themselves, or try to find someone to do it on the black at a lower rate. I do my own gardening.

Don Montague,

Les Arbes,

Serres-et-Montguyard,

24500 Eymet,

Dordogne, France

### Hard to alter pension pattern in Germany

From Mr Norman Bernard.

Sir, Your otherwise excellent article "The storm on the horizon" (April 9) stated the third aim of pension provision in Germany, the book reserves held on companies' balance sheets. The firewalling and the actual level of these reserves are increasingly looking

inadequate for the employees

but moves towards externally funded schemes are rare. We highlighted this in research we carried out with AMP (Asset Management) looking at corporate pension provision in Germany, Netherlands and the UK.

Corporations benefit from

the tax shelter and cheap

capitve funding. It will take strong measures to make them hand the cash over to external fund managers.

Norman Bernard,

director,

First Consulting,

Vigilant House,

120 Witton Road,

London SW1V 1JZ, UK

provision, then we would have a duty to advise the government as to how to minimise its discriminatory impact. To this end, we are giving preliminary consideration as to how this can be done.

Sukhdev Sharma,  
Commission for Racial Equality,  
Elliott House,  
10-12 Allington Street,  
London SW1E 5KE, UK

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## COMMENT &amp; ANALYSIS

## FINANCIAL TIMES

Number One Southwark Bridge, London SE1 9HL  
Tel: +44 171-873 3000 Telex: 922186 Fax: +44 171-407 5700

Thursday April 25 1996

## Shockwaves for the MMC

Yesterday's decision by Mr Ian Lang, trade and industry secretary, to block two proposed takeovers in the electricity industry is one of the most momentous events in the history of UK competition policy. His decision is both bold and right. It will also have enormous effect on the industry's structure and ownership. Even more important, in rejecting the view of the Monopolies and Mergers Commission that the deals should be approved, subject to several conditions, Mr Lang has cast the role and competence of that body into question.

The bids by PowerGen for Midland Electricity and by National Power for Southern Electricity have been the most controversial in the wave of electricity takeovers. They would have integrated the large generators with regional distribution monopolies. There was concern that this could push up prices to customers and undermine competition in generation.

In taking the decision, the first time the government has blocked the takeover of a regional power company, Mr Lang said that the Office of Fair Trading and Offer, the industry regulator, had recommended the bids be blocked as had one member of the five-person commission panel.

Mr Lang said that he did not regard vertical integration as necessarily damaging. But at this stage of the industry's development, the deals would be against the public interest, for reasons identified by the commission.

One concern is that the deals could make entry by independent generators and suppliers more difficult. The takeovers, the commission says, would reduce the market for hedging supply contracts between generators and suppliers, and so expose them to greater financial risk than at present.

### Questionable belief

The commission dismisses the widespread concern that a vertically integrated distributor would pass through higher generating costs to customers. Its belief that competition in generation is sufficient to prevent this occurring is questionable. But it does accept perhaps the most important concern: that the deals would make the regulator's job of supervising

distribution and preventing cross-subsidies far more difficult. Its suggested conditions – in particular, giving the regulator extra powers to monitor distribution – do not answer that worry.

For those reasons, Mr Lang has made the right decision. He is also right that the growth of competition in generation should remove some of the concerns. However, the difficulties in ring-fencing distribution and in securing the regulator's access to information will remain: he may therefore have been rash to imply that such deals may eventually be harmless.

### Different path

The industry's restructuring will now continue on a different path. In particular, the way is now open for foreign takeovers of the generators: National Power is being pursued by the US utility Southern Company. Mr Lang is to be commended for not letting the political sensitivity of foreign bids affect his judgment.

He should now turn his attention to the commission. The government has already mooted a radical overhaul of the UK's competition policy and authorities in an intelligent and ambitious consultation paper last month. If the legislative timetable permits no progress on these measures, as seems likely, Mr Lang should tackle the commission's shortcomings directly.

The central flaw revealed by this episode is the pro-business instincts which MMC panels sometimes display, in putting the interests of "national champions" above those of consumers. The commission's chairman, Mr Graeme Odgers, who chaired this panel, has made clear his sympathy for the view that a large share of the domestic market can help a company compete abroad.

Commission panels should be comprised of people capable of assessing the complex issues of economics, law and public policy on which recommendations turn. They should recognise precedents set by previous panels. For Mr Odgers part, this debate should prompt him to reconsider his apparently lukewarm interest in stimulating competition. He should reaffirm his commitment to that principle.

## Germany turns to tri-apartism

Chancellor Helmut Kohl has staked his political reputation on finding a consensual route out of Germany's economic crisis. A few months ago it looked as though he might find one. But those hopes are fading fast.

Back in February, Mr Kohl's ability to broker a deal between employers and unions on the vexed question of pension reform was hailed as a sign of more to come. Against the odds, Germany's social partners could still resolve their differences when the long-term health of the economy depended on it.

The collapse, late on Tuesday night, of the most recent round of tripartite talks, aimed at agreeing urgently needed public spending cuts and at reforming workers' rights, puts this rosy outcome in doubt. Mr Kohl will do all he can to keep the three legs of the tripartite stool together, but both the trade unions and the employers seem increasingly determined to go their own way.

Mr Hans-Olaf Henkel, president of the Federation of German Industry (BDI), does not speak for all employers when he decries, in today's FT, Mr Kohl's attempted consensus-building as a waste of time. Other employer associations, whose members spend more time actually bargaining with unions than those of the BDI, still favour social partnership over opposition. Yet there is no denying the shift in Mr Henkel's direction in recent months.

### Deeper structural forces

Large numbers of small and medium-sized companies have increasingly been looking for informal – not to say illegal – ways to tackle uncompetitive labour costs. If the economy continues to perform poorly, many others are likely to follow suit. True, tripartism might come back into favour among employers if, as the Bundesbank suggested yesterday in its annual report, the economy revives in the second half of the year. But, as is true of the economy more generally, there are deeper structural forces pushing employers to change their ways.

The trade unions' traditional, constitutionally-guaranteed, role in corporate decisions was predi-

cated on managers serving interests other than those of shareholders. This, in turn, was possible as long as Germany's bank-dominated system of patent ownership survived. But, increasingly, corporate leaders and investors are urging a greater focus on "shareholder value".

Germany's vaunted "stakeholder" system of corporate governance will not be overturned overnight. But a raft of small and large companies, including Daimler-Benz and Deutsche Bank are introducing executive share-option schemes. In theory at least, these would ally managers' interests more closely to shareholders' and, by implication, divide them further from the interests of workers on the shopfloor.

### Consensual tradition

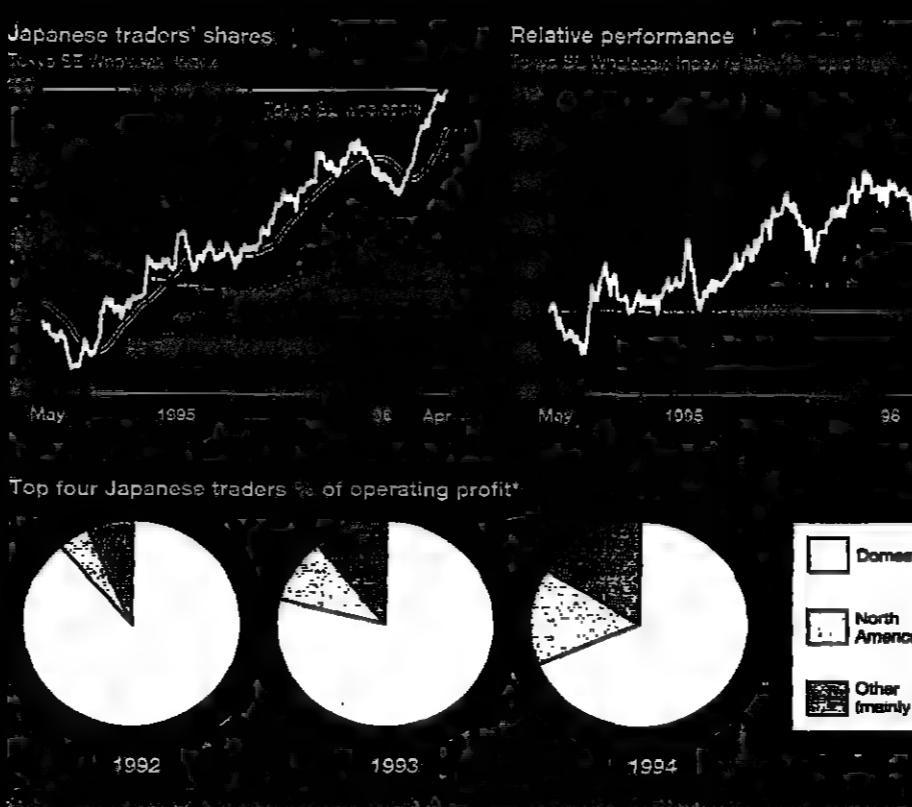
The unions are unlikely to take any of this lying down. Yet, to judge by events of the past few days, they too may bypass the old tripartite structure in defending their position. In the wake of Tuesday's failed discussions at the Chancellery, several union leaders have been wondering aloud whether they should bother going to such meetings any more.

In their view, Mr Kohl's apparent decision to take the employers' side was a betrayal, not merely of the unions, but of the consensual tradition. Public sector unions are similarly outraged by the government's proposal for a wage freeze in the public sector pay negotiations, which begin today.

Mr Kohl cannot afford to give in to the unions on either front. His hopes of Germany qualifying for monetary union rest on his finding a way to plug a DM75bn (\$33bn) hole in next year's budget, of which DM20bn is to come from the freeze on public sector pay.

Against a backdrop of meagre private sector wage growth and 4m unemployed, the unions may decide they have little to gain from taking to the streets to defend a pay rise for the most secure members of the German workforce. That, at least, must be Mr Kohl's hope. But the cracks in the tripartite system revealed this week will be increasingly difficult for even him to paper over.

## Japan's leading trading companies: the focus on Asian markets



## A foot in east Asia's doors

Japanese trading companies are moving away from their traditional business and looking to their neighbours, says William Dawkins

**J**apan's general trading companies, only recently derided by western competitors as sleepy giants, are quietly but effectively staking their claims to the fast-growing emerging markets of Asia.

In common with other sectors of the Japanese economy, they have sought to reinvent themselves in recent years and are trying to move away from the low-margin, export-import business of the past.

Hardened by five years of falling sales and stagnant or declining profits, they are becoming nimble and more entrepreneurial organisations, merchant Samurais taking on new activities from project finance to joint-venture manufacturing.

The Japanese traders' newfound aggressiveness is focused above all on their own neighbourhood. They are leading the exodus of Japanese industry into lower-cost locations in east Asia, and making an important contribution to the economic development of such countries as China, Burma and Vietnam. They bring with them the philosophy behind Japan's mixed economy, with its flexible balance between state guidance and market forces.

The profitability of the Japanese traders' Asian assault is as yet unproven, and they still earn most of their profits from their humdrum domestic operations. But their activities will shape the region's development.

"Formerly our business was to export and import from the Japanese market. But now that Japan is growing more slowly, we are looking to supply emerging markets in Asia. We have to diversify, otherwise we cannot survive," says Mr Akinori Seki, strategic manager for Marubeni. The group was once a specialised textiles trader, but is now expanding into Chinese oil exploration and Burmese steel-making.

"We have learned that it is no longer enough to be mere intermediaries. We must also be manufacturers, investors and developers of natural resources," says Mr Hiroshi

Matsuhashima, general manager of planning for Sumitomo Corporation.

The traders began in the 17th century as simple export-import businesses, earning thin margins on high volumes. They started to change strategy, in search of profits rather than sales growth, in the early 1980s and the process has been accelerated in recent years by the need to compensate for recession at home.

Mr Jason James, an equity strategist at Jardine Capel Pacific, says the shares of the trading companies are valued largely for their new, diversified investments, not for their core trading business. "Some of them are beginning to look like conglomerates, or almost investment banks, rather than traders," he says.

Trading companies' share prices have on average risen 61 per cent since hitting a trough last June, more than the market as a whole over the same period.

The activities of Mitsui, one of the top two traders, are typical of the new firm that has begun to attract stock market investors. It has just started making steel bars in Vietnam and will next year open what will be the largest plastics plant in that country. Both projects are contained in a master plan for its industrial policy, drawn up for the Vietnamese government four years ago by none other than Mitsui.

Itochu, the trading company with the largest exposure in China, last year put together a takeover which enabled Japan's Asahi Breweries to become China's largest brewer. The deal originated at a party, when canny Itochu executives learned that their host – the owner of an Indonesian conglomerate – wanted to sell his stake in a Chinese brewing company.

These deals are typical of the new kind of business being done by Japanese trading companies throughout Asia. During the decade to 1994 turnover from non-trading activities rose from a few per cent of total sales to one fifth.

The techniques the traders have

used to get their feet into doors across east Asia are as varied as the region's economies. But they share a common theme. In most cases, the traders have sought to squeeze more out of existing assets, such as the intelligence gathered by their vast sales networks, under-used finance departments, and links with banks and industrial companies which are fellow members of their individual *keiretsu*, the diversified Japanese corporate families. "We have 155 subsidiaries, each with tremendous local market expertise.

The big question is how to utilise

the now Japanese production

is no longer competitive," says Sumitomo's Mr Matsuhashima.

The most common strategy, followed by all Japan's traders, is to form joint manufacturing ventures with Asian public-sector companies or private investors, often overseas Chinese. The traders will supply materials to the new company, whether it be a Chinese toy manufacturer or Indonesian ethylene plant, and then distribute the finished goods.

**A**ll have been quickly building joint ventures across the region. Itochu, for example, has doubled its Asian joint ventures over the past five years to 350, of which 180 are in China. Mitsubishi Corporation opened 30 projects in China last year, bringing the total to 90. Most of these are geared to supplying Asian markets, rather than selling back to Japan as would have been the case in the past, says Mr Toyokazu Masuda, Mitsubishi's general manager for China.

Another method of making money has been the establishment of investment funds, in which the trading company will place its own cash alongside Asian corporate investors. They aim to make capital gains from buying and selling stakes in businesses, as well as exploit relationships with the target companies to help obtain conventional trading contracts.

Mitsubishi led the way, with the establishment of a merchant banking unit last April, partly inspired by the wish to repeat elsewhere the Y17.6bn capital gain it netted from the sale of a stake in a US graphite electrodes business the previous year. The group launched an Asian venture-capital fund at the turn of the year, an example followed in the region by Mitsui, Marubeni and Sumitomo. The actual sums invested so far are very small. But the aim, says Mr Takeshi Kadota, deputy general manager of Mitsubishi's merchant banking department, is to add value by seeking alliances with members of the group, as well as go for capital gain.

Infrastructure development is another of the traders' new fields. Like other investors in emerging economies, Japan's traders have often found that poor distribution and erratic power have hampered opportunities. Rather than wait for host countries to bring infrastructure up to scratch, they have done it on a small scale themselves, by building industrial parks and distribution facilities, tenanted by Japanese industrial groups, often from the same *keiretsu*.

One of the first was a Mitsui industrial park north of Bangkok, the Thai capital, opened in the early 1980s. Its first big tenant was Toshiba, the electronics group which is part of the Mitsui *keiretsu*. Mitsui has since repeated the pattern in the Philippines and China, and has just received approval from the Burmese government for an industrial park near Rangoon. Similar parks, with distribution terminals attached, are dotted across east Asia, created by other traders including Marubeni, Sumitomo and Mitsubishi.

The traders are also trying an old technique used by industrial and construction companies in the emerging economies of Africa and Latin America in the 1980s. The technique, known as build-operate-transfer, is increasingly popular in Asia. It involves building a plant or road, retaining the right to operate it for a while, usually up to 30 years, and then transferring it to the host country at the end of the contract. This makes the project more affordable for cash-strapped governments and, in the case of power plants, compensates for shortages of local skills.

Marubeni is the first Japanese trader to have tried this in Asia, with a power plant in the Philippines five years ago and is working on a project to build a plant in Guangzhou. Nissho Iwai and Itochu are also becoming more active in this business.

It is a risky field, since a government can easily be replaced during the life of a contract by one less friendly to foreign companies. Some countries such as Vietnam lack the legal framework to guarantee complex contracts. But, as Marubeni's Mr Seiki points out, fainthearted bidders will only lose out to US competition for this kind of contract, an area of US expertise.

All these techniques have required some traders to give local management an increasing amount of autonomy. This is a break with a previously centralised system in which regional managers were required to report in person to Tokyo, sometimes as often as once a month, to consult superiors.

Nissho Iwai opened a regional headquarters in Bangkok 18 months ago. Marubeni is considering following suit, and Sumitomo is in the process of transferring authority for Asian investments from Tokyo to Singapore and Taiwan. The others have preferred to keep management in Tokyo for the time being.

Japanese traders' Asian diversifications remain a small proportion of their activities. The top five companies still derive more than two-thirds of their operating profits from their core Japanese exporting and importing business.

Even so, they have quickly emerged as a force to be reckoned with in Asia's emerging markets and as such will influence the economic development of the world's fastest-growing region.

## OBSERVER

### Big hitters bowled out

**CS First Boston** naturally wanted to put its best foot forward in bidding to advise the Hungarian government on the privatisation of Magyar Hitelbank, Hungary's largest commercial bank. So it rolled out its big hitters – David Mulford and Ian Molson, the chairman of its European operations and the co-head of investment banking.

Big mistake. Big Mulford, US Treasury under-secretary of international affairs in the Bush administration, is a US citizen. And Molson, though he has spent most of his adult life in London, is by nationality Canadian, a scion of that country's Molson brewing dynasty.

What's modern investment banking are increasingly international organisations. Try telling that to the officials running Phare, the EU aid programme financing the advisory work. They are about to dismiss CS First Boston from the Hitelbank tender because Mulford and Molson are not EU citizens.

### Wrong, I guess

**Nothing** is ever as it seems in Russia, the pervasive sense of unreality is all the greater concerning the death of Dzhokhar

Dudayev, the rebel Chechen leader. Moscow is now full of conspiracy theories. One of the more persistent says reports of Dudayev's death are exaggerated; he will soon re-emerge as the personification of indestructible Chechen resistance. Another suggests he had simply lost the will to fight, and was creating a smokescreen to flee the country. Yet another argues that the Russian authorities previously so inept at apprehending the country's leading "bandit", had assassinated Dudayev to accelerate the peace process before June's presidential elections. The Kremlin seems to believe that other Chechen leaders will prove less recalcitrant.

Of course, Russia being Russia, we will perhaps never know the full truth. The trouble with even the most convincing conspiracy theories is they assume a degree of planning and execution so conspicuously absent in all other aspects of Russian life. Observer tends towards a more universal – if prosaic – explanation of Dudayev's probable death: wrong time, wrong place.

### Movie windmill

**There's** not been much love lost between Beijing and Jardine Matheson in recent times. But the black sheep of Hong Kong business appears to be returning to the fold. Having been voted off the general committee of the Hong Kong General Chamber of Commerce a few years ago – a move widely seen as the result of its support for governor Chris Patten's democratic reforms – a top executive of the British trading *Hong* has been voted back on board.

The election of Anthony Nightingale, chairman of Jardine Matheson, the trading and distribution arm of Jardine

Matheson, has prompted concern that politics could creep back on to the chamber's agenda, ahead of Hong Kong's return to China next year. But the Keswick family,

which controls the empire, has launched what seems to be a moderately successful charm offensive towards Beijing. China's top official on Hong Kong affairs has been to lunch, and even suggested that Jardines could resurrect their Hong Kong listings.

This still seems a distant prospect; but after the fleeing incurred with Trafalgar House, the group is once again nurturing its roots.

### We're sick of beef

**The** mad cow crisis is taking its toll on UK citizens in more ways than one. Two officials from the UK government's Ministry of Agriculture returned to London at the end of Tuesday, much the worse for wear after a beef meeting in Brussels.

Not that they had been beaten up by irate Commission officials, or farmers from 14 other EU countries facing ruin because of Britain's beef problems. Much worse than that – they both had food poisoning, attributed to their airline meal, consumed en route.

At least they couldn't blame British beef – no airlines on the route serve the stuff any more.

### 100 years ago

**War** scare in Argentina. Mr Walter



# FINANCIAL TIMES

Thursday April 25 1996



## Spanish parties close to deal to form government

By David White in Madrid

Spain's centre-right Popular party yesterday moved closer to a long-awaited agreement with Catalan nationalists which would clear the way for its leader Mr José María Aznar to form a new government next week.

However, a final deal had not yet been struck at the end of seven hours of negotiations in Barcelona.

The expected agreement would provide Mr Aznar with the extra backing he needs for an outright majority in congress following the general election on March 3.

Mr Rodrigo Rato, chief PP negotiator and likely to be in charge of economic policy in the new government, voiced optimism that an agreement could be announced "in the next few days".

The date for an investiture debate, which Mr Aznar needs to win approval for his political programme, is due to be set tomorrow. Expectations of a political settlement, ushering in a PP government after more than 13 years of Socialist rule, helped push up

share prices yesterday. The Madrid general stock index closed at its highest level this year at 358.13 just short of its all-time record.

The parties met after the Catalan coalition Convergencia i Unió challenged the PP to come up with improved proposals on regional financing and other demands.

The PP, whose election victory left it 20 seats short of a majority in the 350-member congress, has secured support from four Canary Island deputies. The Catalan coalition, the largest regional grouping, has 16 seats.

The PP has also been seeking an agreement with the five-seat Basque Nationalist party.

Negotiations with the Catalans stalled this week after a weekend meeting between Mr Aznar and Mr Jordi Pujol, regional president of Catalonia and CIU leader. However, it became clear yesterday that both sides – which share a free-market economic outlook and pro-European stance – wanted to avoid prolonging the political stalemate beyond the end of the month.

The CIU is expected to ratify the agreement this weekend.

Mr Pujol has sought concessions on regional issues to placate Catalan nationalist voters, many of whom are hostile to the PP. However, Catalan business circles have been anxious for an agreement enabling a PP government to press ahead with plans for further liberalisation of the economy and reduction of the public sector deficit.

Yesterday's negotiations centred on plans for implementing a new financing system for Spanish regions, transferring road-traffic control to Catalonia's regional police, and abolishing central government-appointed provincial "civil governors".

The financing system would increase regional governments' share of income tax revenue from 15 to 30 per cent, giving them part of the responsibility for tax collection. The arrangement is expected to lead to a Pta300m (\$2.4m) increase in the funds available to the Catalan government over the next five years under the PP's latest compromise proposal.

## Solution nearer for obstacle to BT merger with C&W

By Alan Come in London

One of the main obstacles to a merger between British Telecommunications and Cable and Wireless, the UK's two biggest telecoms companies, seemed to be moving closer to resolution last night.

RWE, the German industrial group with which BT proposed an alliance earlier this year, has revived contacts with other international telecoms operators because it fears it may have no future in the merged group, sources say.

The alliance between BT and RWE has yet to be finalised. If the German company was to pull out, it could simplify matters for BT and C&W in Germany, where both companies have local alliances.

BT is involved in a joint venture with Viasat, a Munich-based industrial group, while C&W has a similar relationship with the Dusseldorf-based Veba. Veba is C&W's largest shareholder with a 10 per cent stake, which makes the situation particularly difficult to unravel.

RWE, which has ambitions to become one of Germany's leading telecoms operators, has restarted talks with operators including Bell Atlantic and the Danish group Tel Denmark.

German telecoms analysts say that Veba is a more suitable German partner for a merged BT/C&W. They also point out that an existing joint venture between BT and Viasat, launched in January last year, has got off to a slower start than expected, generating sales of just DM115m (\$7.5m) last year.

BT and C&W yesterday denied knowledge of any change in RWE's attitude to the BT deal. BT said its relations with RWE and with Viasat which it hopes to tie into a three-way alliance, were strong. It said it was happy with the commercial performance of the venture with Viasat.

Veba, one of Germany's largest groups, is known to be determined not to be left out, whatever grouping might result from a merger between BT and C&W. It has discounted suggestions that it could be interested in buying Mercury Communications, C&W's UK telecoms operation.

Speculation about future telecoms alliances in Germany is complicated by the fact that final bids have to be submitted this week for a 49 per cent stake in DEKTOKOM, the telecoms subsidiary of Deutsche Bahn, the federal railway network.

Viasat is one of three German companies which has made it to the final round and, were it to win the DEKTOKOM stake, it would then have control over Germany's second biggest long-distance telecoms network making the possibility of a stand-alone alliance with RWE attractive. RWE could not be reached last night for comment.

## THE LEX COLUMN

### Splitting Siemens up

Siemens has not suffered the huge losses that have forced Daimler-Benz to overhaul its strategy. But that does not excuse Germany's other industrial titan from a radical rethink. Despite yesterday's 15 per cent rise in first-half profits, Siemens' return on capital is still in single figures. Part of the solution should be a demerger. The group would divide neatly into two: a high-tech side comprising telecoms, semiconductors, computers and medical equipment; and a low-tech group embracing power plants, rail systems, capital goods and lighting. Splitting the two would increase focus and add pressure to perform by increasing visibility.

Quite apart from such industrial advantages, a demerger could unlock huge shareholder value. With a market capitalisation of DM47bn (\$30.9bn), Siemens is valued at half expected 1996 sales. Motorola, which also makes semiconductors and telecoms equipment, is valued at 1.8 times turnover. Siemens does not have Motorola's strength in sexy mobile communications; but if it can improve returns over the next few years, a valuation of one times sales should be achievable. Highly-valued paper would also give Siemens a valuable currency with which to acquire other high-tech businesses. Meanwhile, if the low-tech business – which would be rather like ABB – was rated at a quarter of sales, the combined effect would be to lift its share price by a quarter.

Such a radical scheme is not even on Siemens' agenda. But if it follows Daimler's recent example and awarded its executives share options, they might start to think the unthinkable. German telecoms analysts say that Veba is a more suitable German partner for a merged BT/C&W. They also point out that an existing joint venture between BT and Viasat, launched in January last year, has got off to a slower start than expected, generating sales of just DM115m (\$7.5m) last year.

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The main beneficiaries of the gov-

## UK block on power bids

Continued from Page 1

the bids but said the issue of vertical integration had not been resolved and repeated its call for the whole electricity industry to be referred to the competition authorities.

City analysts said the decision to block the bids appeared to be at odds with the authorities' apparent blessing for Hanson's acquisition of plant from both National Power and PowerGen, which will create a vertically integrated electricity group not much smaller than PowerGen.

Mrs Margaret Beckett, shadow trade secretary, said: "The rejection of the MMC advice... supports Labour's calls for reform of the competition authorities."

Share prices fell across the electricity sector. Southern Electric lost 75p to 324p, Midland 40p to 371p, National Power 32p to 564p and Powergen 36p to 370p.

## Platinum

Continued from Page 1

indicated that it still intends to go ahead with its previously announced plans to demerge its mining interests.

Mr Michael McMahon, Impala Platinum's chairman, accused the commission of "ignoring compelling evidence that this merger was based on the soundest competitive rationale".

Anglo American was said to have been angered by the Commission's reference to its stake in Lonrho, and repeated its statement from last month that it was "not its intention" to make a general offer for the rest of Lonrho's shares.

## S Korea may ease labour laws to gain OECD admission

By John Burton in Seoul

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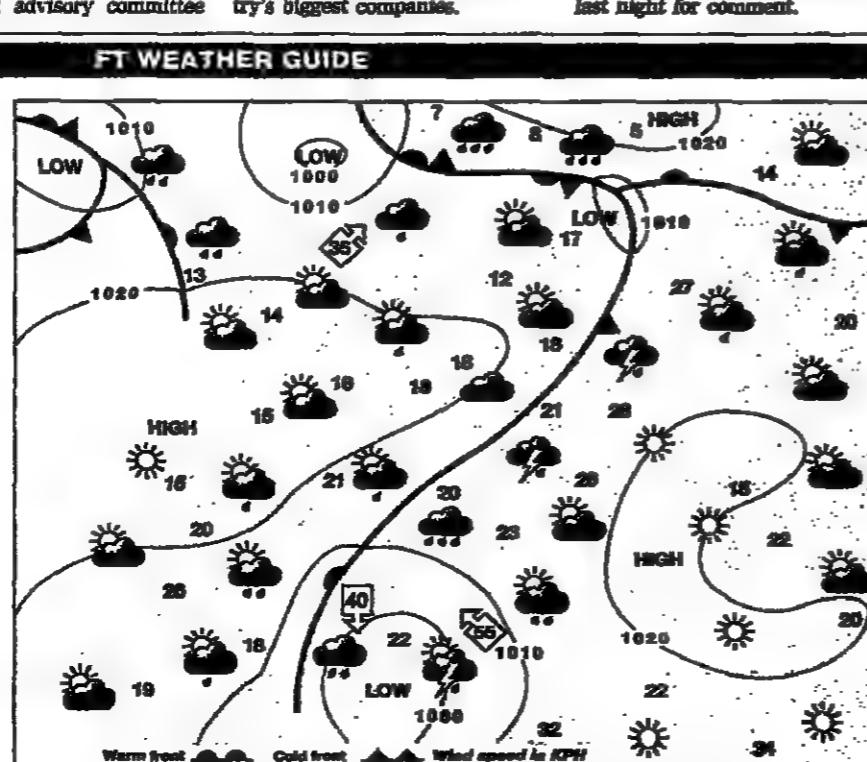
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In response to the OECD pressure, Mr Kim yesterday announced the establishment of a presidential advisory committee



### TODAY'S TEMPERATURES

	Maximum	Minimum	Condition	Wind	Wind speed
Paris	27	13	Sun	W	10-15
London	15	11	Sun	W	10-15
Frankfurt	13	10	Sun	W	10-15
Madrid	21	13	Sun	W	10-15
Barcelona	18	12	Sun	W	10-15
Paris	21	13	Sun	W	10-15
London	15	11	Sun	W	10-15
Frankfurt	13	10	Sun	W	10-15
Madrid	21	13	Sun	W	10-15
Barcelona	18	12	Sun	W	10-15
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Madrid	21	13	Sun	W	10-15
Barcelona	18	12	Sun	W	10-15
Paris	21	13	Sun	W	10-15
London	15	11	Sun	W	10-15
Frank					

## VEHICLE FLEET MANAGEMENT

### The showy end of the motor industry

The high proportion of heavily discounted company car sales is upsetting private buyers unable to exploit such discounts, John Griffiths observes

This week Silverstone, the self-proclaimed home of British motor racing, is echoing not to the rasp of race cars under test - but the tyre squeal of salesmen's saloons and executives' "park" cars being put through demonstration paces.

What relevance this has to business motoring on Britain's motorway networks is hard to fathom. But fleet managers in their hundreds have insisted that they find it "informative".

And if that event is what they want as part of what has become an annual Fleet Show, the car makers and associated industries, which have grown up to cater to fleet needs, are determined that they shall have it.

The sheer scale of the Fleet Show, which has taken over virtually the entire Silverstone complex until Friday and has almost every UK car maker and importer represented, underlines the importance which business vehicles and their management have assumed, in the 1990s, for all aspects of the motor industry.

Cars bought for business use are currently propelling up a UK new car market which would otherwise be in danger of collapse from a crisis of confidence among private buyers.

Cars bought by fleets and other business users last year totalled 1,032,000 units. That represented a rise of more than 6 per cent on the previous year, in a total market which rose by just 1.8 per cent.

More significantly, the share of the market taken by cars

registered to businesses rose from 50.8 per cent to 53 per cent and the trend has accelerated sharply in the first quarter of this year, to nearly 57 per cent.

If the number of cars bought for business use but registered to individuals is added - as in the case of partnerships, for example - then business purchases currently account for 70 per cent and possibly more, of all new car sales.

It is thus small wonder that car makers, contract hire and leasing companies and other vehicle services providers are courting the business sector so assiduously.

This picture is unlikely to change, for suspicion is hardening into the certainty that more than a simple lack of consumer confidence - based, for example, on uncertainties about jobs or negative equity in housing - lies behind private motorists' desertion of the UK's car marketplace.

Indeed, some industry analysts and even the Retail Motor Industry Federation, representing dealers, have begun to argue that it is car makers' bias towards the fleets which is driving retail customers away.

"Our prediction is that Korea will be a major player in the corporate market in 5-10 years", says Mr Mike Baldry, a director of Dial, Barclays Bank's vehicle management services subsidiary.

To these pressures must be added the growth towards full production of the Japanese "transplant" factories of Toyota and Honda and the need to find buyers for the minimum of 350,000 cars a year output they envisage by the end of the decade, and the more than 200,000 units a year already coming from Nissan's longer-established facilities at Sunderland.

As this year's Monks guide to companies' car policies clearly establishes, for most user companies a Japanese badge no longer precludes such cars from fleet managers' purchase lists.

duration times moving. The bottom line of all this is that while car makers have begun to back away from some of the deals guaranteed to upset private buyers when publicised - such as the tens of thousands of cars sold to short-term rental fleets at discounts of 25-40 per cent - their dependence on the business sector means that for fleet managers, the UK is very much a buyers' market and likely to remain so.

This is particularly the case because of the increasing number of car makers and importers intensifying their efforts to break into, or increase their share of, the UK's business car market.

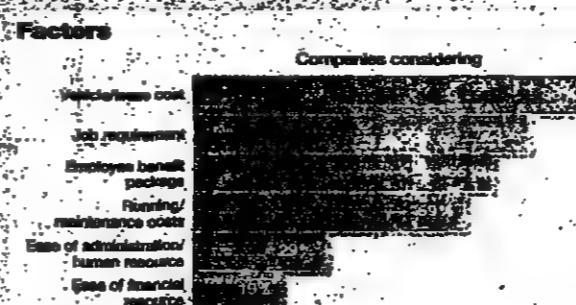
Notable among them are the Volkswagen group, now pricing much more competitively since taking direct control of UK distribution from the London group; Fiat, whose UK sales have jumped by nearly 30 per cent over the past year as major investments in new-model programmes have begun to pay off; and the South Korean companies Daewoo and Hyundai, which are both now aggressively seeking fleet business.

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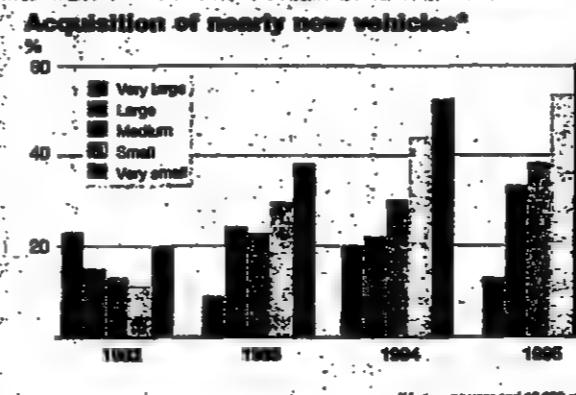
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#### Aspects of company car policy



#### Company policy towards off road and multi-purpose vehicles

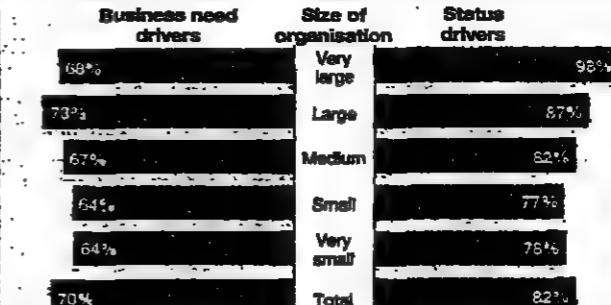


Some 76 per cent of companies now allow Japanese-badged cars on their fleets if they have been produced in the UK, and two-thirds allow cars

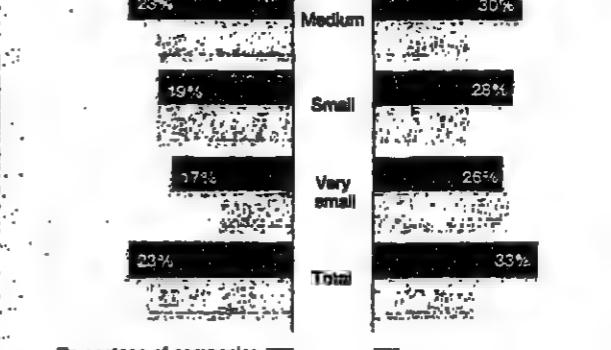
produced in Japan itself.

The trouble is, at least from the car makers' point of view, that some companies - particularly smaller ones - also lacking

#### Organisations allowing trading down/up\*



#### Trading down



Source: W.F. Company Car Survey 1995

the muscle to win big discounts - are proving not at all averse to forsaking the new car market themselves in favour of the "near-new".

Most of the big leasing and contract hire companies, recognising the trend, have set up schemes specifically tailored to such vehicles. In addition, they

#### IN THIS SURVEY

- Company policy and taxation

- Diesel sales

- CPM International

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- Car under attack in the transport debate

- VAT

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- Latest models

- Mobile communications

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- Trucks

- Number plates

- Specialist management

Page 6

are not necessarily provoking hostility from the company's employees who drive them.

Indeed, with the increasingly prevalent practice of allowing almost any car within a fixed monthly contract hire rental allowance, some drivers are cheerfully opting for used cars which would be well outside their price range if new.

This is despite the fact that, under revisions to company car taxation legislation introduced two years ago, such drivers have to pay a higher personal tax bill for their indulgence.

The legislation links the tax payable by an individual for his or her personal use of a company car to a fixed percentage of the list price of the chosen vehicle when new. That drivers are prepared to incur such apparent financial penalties underlines how deeply the perceived desirability of a company car is engrained in UK business life.

But it is also because, for most drivers, company cars remain such a good deal.

Continued on Page II.

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#### Renault Premium Long Distance

access, better all-round visibility and highly responsive handling, the Premium Distribution has been designed specially to cope with crowded streets. The Premium Long Distance, on the other hand, puts the emphasis on a roomy, comfortable cab, low unfaded weight, and high performance, reduced maintenance and

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## II VEHICLE FLEET MANAGEMENT

■ Company policy: by Kenneth Gooding

## Readied for the diesel's surge

Contract hire is being considered following changes to the way cars are treated for VAT

UK car dealers are readying themselves for a big surge in sales of diesel-engined cars following the big 1994 shake up in the way company cars are assessed for taxation. The old tax system discriminated against cars with bigger engines and diesel cars typically require larger capacity engines if they are to match the performance of similar petrol-engined vehicles.

More companies began to insist that employees changed to diesel when they replaced their company cars. There seemed to be good business reasons: diesel cars were attracting higher prices in the used car market; fuel costs were lower for drivers doing high annual mileage; and diesels were also perceived to be more environmentally friendly.

Now this trend has gone into reverse. Mr David Atkins of Monks Partnership, the remuneration adviser which tracks UK company car policies, says that recently four big companies surveyed by Monks had changed their policies and no longer were insisting that their car fleets gradually became all-diesel.

Experience showed them, they said, that diesels were no cheaper to run than petrol cars when price, fuel costs, maintenance and repairs were taken into account.

Perhaps, more importantly, diesel cars are losing their "green" credentials. Environmentalists are most worried about the particles emitted in the black smoke from exhaust pipes of badly-maintained diesel cars. These "particulates" are ten times greater in diesel than petrol exhaust fumes. The International Agency for Research on Cancer suggests they are the most dangerous of all car pollutants.

Other organisations are

experiencing this trend. Mr Shaun Price, sales director of Fleet Management Services, says his company expected a surge in diesel car sales after the tax changes but it never materialised. He suggests there is another important reason. "Many people still see the company car as a status symbol and diesel cars don't give the right message as far as they are concerned," he says. "Those companies that imposed a diesel policy were giving their employees no choice."

There is another trend in company car policies that FMS has noted. This also relies on the corporation being able to give employees little choice about what they will drive at the company's expense. Some companies are acquiring

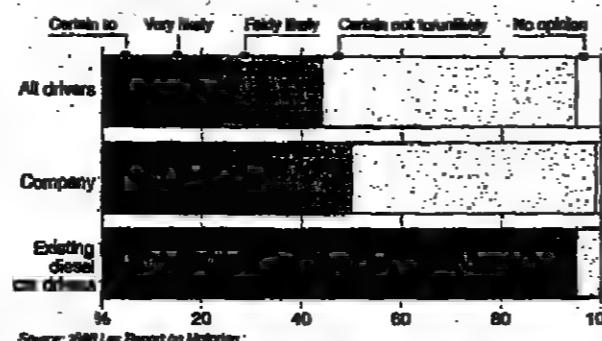
In one view, purchasing 'nearly new' cars really does lower the company costs of contract hire

"nearly new" cars instead of brand new ones. There has been so much demand for "nearly new" vehicles that FMS has set up a separate division to handle it.

Like the many private car buyers who have chosen the "nearly new" route to cost savings, the companies are letting someone else suffer the big depreciation that hits nearly every new car. Mr Price says that acquiring "nearly new" really does lower the cost of contract hire, for example, because depreciation is such a big element in the total cost.

Nevertheless, "this is not for user-choosers [where companies allow employees to select the car of their choice within certain limits]. It must be company imposed. And it is not good for morale to put some-

## Likelihood of considering buying a diesel car in the future



one who has been looking forward to having a new car into one that is six months old." Mr Price adds.

Changes to the way cars are treated for VAT (value added tax) caused another new trend in company car policies. Companies providing cars on contract hire were able for the first time to reclaim some VAT while companies in other businesses are not. This led to many companies considering whether they should switch from the outright purchase of cars for their fleets to contract hire. Mr Price says that so far not many have converted, but the signs are that many will.

Mr Atkins says that many more companies than usual are reviewing their car fleet policies at present. Some smaller organisations are asking themselves whether "nearly new" cars would save money. Bigger

Mr Atkins says companies also have to bend their own rules to recruit specialists that are in short supply, for example information technology specialists. "Are you going to lose the chance of recruiting

the whiz kid you want because he or she is insisting on having a car as part of the package but the company rules say the job doesn't rate one?"

Following the shake-up in the way personal tax has to be paid on the benefit of having a company car, many more companies are offering cash or salary increases as an alternative to the car. Mr Atkins says most big companies surveyed by Monks have their cash alternative policies in place but most smaller organisations are still struggling to find the right approach. Some large companies have had four or five years' experience with cash-for-cars and are re-examining their policies.

The take-up of cash depends partly on the generosity of the offer and partly on the location and type of company making the offer.

When companies are trying to achieve a position where they are financially no worse off - the "cash neutral" position - the take-up of cash is between 10 and 20 per cent of eligible employees, according to Monks. Where more generous terms are offered, the take-up jumps to between 20 and 30 per cent and some companies are even claiming more than 60 per cent.

However, the further north a company is based in the UK, the less likely is the cash offer to be taken up. "The company car is still a potent status symbol in the north," says Mr Atkins at FMS. "Also, people are more likely to need a car to get to work in the north. It makes more sense for a person working in the City of London whose car sits on a station forecourt all day, and whose partner also has a car, to give up the company car and take cash instead."

Mr Atkins says that the research shows that very senior managers are more likely to take cash than those further down the corporation ladder. "It is almost as if they are saying 'I'm so good I don't need to have a shiny new car any more to prove it.'

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Calculation based on a car with 50 litres (11 gallons) tank, consuming 8 litres (0.75 gallons) per 100km (62 miles) on standard Michelin 165/70 R13 85T and 55 litres on Michelin Energy 165/70 R13 85T.

■ Diesels: by John Griffiths

## Soaring sales falter

The next, more specialised generation could give the sector a new lease of life

Until last year diesel cars were the growth sector of the UK new car market

in a total new car market up marginally on 1994. And most in the industry are at a loss to explain why.

Part of the explanation may lie in recently-voiced uncertainties about the environmental "friendliness" or otherwise of diesels and the possible knock-on effects for future residual values, according to Mr Mike Baldry, commercial director in charge of major corporate accounts at Dial, Barclays Bank's vehicles management services subsidiary.

While diesels are accepted as emitting less carbon dioxide - the culprit in global warming - and some other pollutants than petrol, the minute sooty particles generated by diesels, known as PM10 partic-

ulates, have been identified in some reports as a possible carcinogen.

The differing views over the future of diesels indicate that the market is perplexed about its future," Mr Baldry suggests.

The increased supply of used diesels also means an inevitable weakening of diesels' residual values and an accompanying increase in monthly

leasing and contract hire rentals. However, the next generation of diesels could give the sector a new lease of life.

Despite last year's reverse, the UK remains Europe's third biggest market for diesels with more than 405,000 sold last year - and market

monitoring group Automotive Industry Data (AID) also maintains that growth will resume as new generations of diesels reach the market. Overall, AID projects that diesels will capture 30 per cent of the total European new car market by

2004, involving a rise in unit sales to 4.8m from 2.85m last year.

Cars such as Volkswagens and Audis fitted with the German group's new 1.9 TDI direct injection diesels, and the latest Rover 600 models fitted with a similar turbodiesel version of Rover's K series engine, serve to support AID's contention.

Road test reports on the vehicles regularly show average fuel consumption of more than 50 miles per gallon - an ever more persuasive factor as the absolute price of petrol and diesel continues to climb.

Perhaps just as significant, the volume of diesel sales already reached in Europe is such that vehicle makers can begin to justify building dedicated diesel engine plants further to improve scale economies - with the potential to eliminate the diesel price premium entirely.

Nor are diesels necessarily to be shunned by the executive and luxury car sectors. BMW has shown the way with a six-cylinder turbodiesel unit which

performs as smoothly and almost as silently as a petrol "six", and which Rover is now using in its Range Rover four-wheel-drive models.

However, one of the most innovative approaches to the sector is being made by Perkins, the specialist diesel engine maker which is part of Vixar Corporation of the US. It is developing its own large-capacity diesel specifically for luxury cars. The low sales volumes of such cars make it uneconomic for an individual carmaker to develop such a diesel. However, Perkins maintains that it can viably develop and produce such a unit at volumes as low as 40,000 a year.

By "customising" such engines commercially - with carmakers' name on the camshaft covers, for example - Perkins hopes to supply four or more carmakers, which could then sell luxury diesels profitably even if each carmaker was selling less than 10,000 units a year.

## PROFILE CPM International

## Blue chip support

CPM International, based in Thame, near Oxford, conducts both field and telemarketing campaigns for a wide range of blue chip clients. The company car fleet currently numbers 287 vehicles for CPM's full-time staff, with a further 2,500-3,000 field force using their own vehicles and reclaiming car expenses from the company.

As its business has grown, so has the size of the fleet.

Back in the late 1980s, CPM International ran between 70 and 80 cars, all of which were purchased outright and managed internally.

However, the decision was then taken to switch to a contract hire company and a sales and leaseback deal was negotiated. "As the fleet got bigger, so there was an enormous amount of money tied up in vehicles," says Ms Shirley Burt, the company's fleet co-ordinator. "In addition, we needed the expertise and advice that was available from a professional specialist."

Over the years, a number of different contract hire companies' services have been employed, but around 18 months ago, a single

company - Masterdrive - was chosen to operate all the vehicles in the fleet.

"We chose them because we had worked with them for

seven years and had always

been impressed by the level

of support and service that they

offered. Masterdrive came up

with a sole supplier package,

and we felt it was the right

thing to do to switch to a

single company," says Ms Burt.

"Financial considerations are always important, but perhaps the most critical factor in coming to this decision was the level of service they provide, because with myself and a small

amount of in-house help, we need the support in running a fleet of this size."

All the cars are on full contract hire with Masterdrive also taking responsibility for Accident Management. Insurance is arranged separately by CPM International's American parent company.

Directions and Client Service Directors have a free choice of cars within a pre-set monthly

spend limit. Other grades - such as client service managers and regional field

managers - each have a choice from a list of three or four vehicles.

For example, the client service manager would have a choice of the Ford Mondeo 1.8 GLX, the Citroen Xantia 2.0i X and the Renault Laguna 1.8i; the company is now

looking to replace the Vauxhall Cavalier which was

on the list and has been

testing various models before

making a final decision. The field policy is not quite as rigid but an example of the vehicles currently in use for Regional Field Managers would be Citroen Xantia 1.6i, Ford Mondeo 1.8i and Vauxhall Cavalier 1.6LSi.

Field team managers and supervisors would in the main

drive 1.6-litre engine cars and historically these have been Escort and Astras. However,

a demonstrator programme is under way in which team managers on one large account whose present batch of 60 vehicles come up for renewal shortly are testing three models from three different manufacturers.

"As they spend so much time in the vehicles we thought it important to involve the drivers in the decision-making process and wanted to give them the opportunity to drive the cars and give us their input on which models they would prefer," says Ms Burt. "We listen to their feedback and then, as long as the running costs and the rentals are acceptable, we will put the cars they prefer on to the choice list."

The eventual choice of cars on the lists is also influenced by Masterdrive, who provide

for CPM International the information they need to draw up lists of cars at a given monthly rental cost

- which takes into account not only acquisition price, but also overall running costs and anticipated residual values too. So the choice comes down to a combination of the models that offer the best

value for money at the time, combined with the models that the staff prefer driving - though with keeping within a given budget remaining the overriding factor.

Martin Derrick

## The showy end of the industry

Continued from Page 1

compared with the risks and inconveniences of running cars of their own. In theory, when the government introduced the latest company car taxation scheme, it finally achieved tax "neutrality" - for the sector - company car drivers are no better off, in overall tax terms, than private car buyers. But the financial calculations alone do not take account of the absence of "hassle factor" in running a company car - no showroom haggling, no pleading for a better trade-in offer, no queuing at service depots, no time lost in getting cars collected and returned to home or office at service or repair visits, and no costly unexpected repair bills. Monks' guide editor Mr David Atkins

says it is this factor which largely explains the very low take-up of cash alternatives to the company car increasingly offered by companies since 1992, when VAT and other taxation obstacles inhibiting such schemes were removed. He estimates that some 57 per cent of companies now offer a cash alternative.

However the take-up rate, on the basis of Monks' survey findings, averages only around 4 per cent. Calculating just what the cash allowance should be represents just one of an ever-broadening range of problems and complexities confronting fleet managers, company secretaries or whatever other directors might be burdened with the task of running the fleet and devising company car policy. For most, it is an unenviable task. Company cars tend to be a highly emotive issue among all levels of employees, and no other non-core element of a company's business is so prone to rousing disruptive petty jealousies. It is thus not surprising that companies specialising in providing fleet management services, or vehicles on contract hire or other forms of leasing, regularly produce surveys to show that in-house fleet managers are doing a poor job; or that companies could save fortunes through buying in outside expertise; or that contract hire with full maintenance is now so advantageous, following VAT reforms announced last year, and that every company should go down that route. Yet despite all the specialist industry's blandishments, more than half of company cars are still bought outright.

The great transport debate: by Charles Batchelor

## The car faces heavy attacks

Labour's plans, to be unveiled within months, promise a more long-term approach

The car in general, and the company car in particular, is under attack from the environmental lobby as never before. Drivers are being urged to leave their cars at home and make greater use of public transport to spare the environment, save energy and reduce congestion.

But despite a growing consensus around the need to reduce car use, government policy is still in state of disarray. The launch 18 months ago by the then transport secretary, Mr Brian Mawhinney, of a public debate of transport issues, has yet to provide any firm answers.

Sir George Young, the current transport secretary, has promised a green paper later this year but coming shortly before a general election - May 1997 is the absolute deadline - there are fears in the transport sector that it will fudge rather than address the issues.

There are, at present, no clear signs of a coherent transport strategy emerging to help the company fleet manager plan over the longer term. Policy still appears to be driven by Treasury pressure on spending totals and by environmental concerns rather than by a clear view of transport's role in and contribution to the economy.

The first casualty of this muddled approach has been the roads spending programme. Almost as an afterthought to its budget announcement last November, the government revealed plans to top nearly £4bn of the £12bn roads programme unveiled just 18 months earlier and to scrap 77 road building schemes.

The government places a growing emphasis on the private finance initiative as a means of funding road construction. But its £1bn "design, build, finance and operate" programme, which awards road building and maintenance contracts to the private sector for 30-year concessions has been slow to take off.

In addition, the roads built under the scheme are financed by "shadow tolls", direct government payments to the concessionaires. This method avoids a large initial payment for a roads contract but does commit budgets over the very long term.

Plans to introduce "real" tolls, charged directly to the motorist, have suffered setbacks and the programme now

Not support for transport policies within industry*		
	Captains of Industry	Transport professionals
Introduce more "park and ride" schemes in towns and cities	87	80
Invest a lot more in buses and trains	84	71
Improve road access to docks for heavy goods vehicles	78	65
Introduce toll charges on certain main trunk routes and motorways	51	27
Invest more in motorways and main trunk roads	40	41
Build new toll roads to relieve congestion on trunk roads and motorways	47	9
Introduce more bus lanes on roads in towns and cities	45	55
Widen Britain's existing motorways and main trunk roads	35	50
Increase subsidies for public transport paid for out of taxes	16	8
Charge car drivers £5 a day to drive in cities	18	48
Have lanes reserved for cars with two or more occupants	25	47
Reserve one lane on motorways as a toll lane for heavy commercial vehicles	33	46
Charge higher tax on large cars	34	45
Ban cars from city centres	45	42
Much higher taxes on petrol to discourage consumption	49	54
Encourage switch of freight from rail to roads	77	57

\*Of those who expressed an opinion: percentage should total 100 - percentage should not

appears unlikely to be implemented before 2004, if then. This represents a considerable reversal for those who thought charging motorists at the point of use would lead to a more rational use of the roads network and lead to a fairer comparison of the cost of rail travel as against the car.

The plan for the electronic tolling of Britain's 1,700 motorway network was launched on a wave of optimism by Mr McGregor, then transport secretary, in 1988 with aim of having a system in place by 1992. But a growing awareness of the political and technological difficulties involved has prompted a rethink.

Road user groups are already concerned that the motorist pays for more, in the form of fuel duty, road fund licence and other taxes, than is spent on maintaining and developing the roads network. A further charge in the form of road tolls would be extremely unpopular with voters.

Political uncertainty surrounding tolling, the vagueness of the technical specification, the government's unwillingness to share the development costs and the prospect of long delays in implementing the programme.

A problem which the government appears to have under-

timated is that of motorists diverting from the motorways to other main roads to avoid paying tolls.

Although the government says it is pressing ahead with its plans for tolls, it is also looking at other methods of financing the roads network. One idea is for the country's entire main road network to be transferred to the ownership of one or more new corporations which might be financed by tolls but which could also levy road charges in the shape of a tax "disc" or higher fuel duty.

Labour's own detailed transport plans are due to be unveiled within the next few months but Ms Clare Short, its transport spokeswoman, has promised a more long-term approach and the greater use of land use planning to reduce urban sprawl and the need to travel. Labour is also likely to be more responsive to environmental arguments.

Persuading the business to leave his car at home for some journeys depends on their being an attractive public transport alternative. It is the government's hope that privatisation will produce a rail system which is more responsive to customer needs, though the rail sale is still at too early a stage to judge whether or not this will be the case.

Five of the 25 train operating franchises have been allocated to private sector buyers and all are promising improvements in service. Those operating long-distance routes, in particular, have promised to look at improving facilities for the business traveller both on

trains and at stations.

But crucial in the train's battle against air travel and the car are journey times. These being largely on expensive improvements to track to remove speed restrictions and to a lesser extent investment in faster rolling stock. Railtrack, which is to be floated on the stock market next month will need to be persuaded of the viability of spending on track improvements.

Britain's most successful high speed line runs up the east coast between London, Newcastle and Edinburgh but the west coast line between London, Manchester and Glasgow is in urgent need of improvement.

A £1bn refurbishment plan is currently being worked on by Railtrack but significant improvements in journey times would require track upgrading and, possibly, the introduction of tilting trains which can run faster on conventional lines.

With so much uncertainty over the future of Britain's road network this could be the time for rail to recover markets lost to the car. But until an overall plan for the country's transport networks emerges it is uncertain which transport mode will benefit.

New legislation seems to have sown confusion and not produced hoped-for savings

For the contract hire industry, recent events have not gone according to script.

When Chancellor Kenneth Clarke announced last year that companies would be able to reclaim the 17.5 per cent VAT on cars bought solely for business use, the contract hire industry rubbed its hands with glee.

Here, surely, was the catalyst that would turn all but the most diehard conservative companies away from buying and managing their own cars,

and towards the worry-free simplicity of the monthly rental payment and all-in maintenance of contract hire.

Their optimism appeared to be well founded as last August 1, the introduction date for the new VAT rules, approached.

For a start, the new rules in effect applied overwhelmingly to the contract hire and leasing industries, because a user company buying its own cars was debarred from reclaiming VAT on any car that travelled even a mile on non-business use.

Contract hire companies could cut monthly rentals quite sharply, at no cost to themselves, by passing on all or most of their own ability to reclaim VAT on their car purchases. It could not be by the full 17.5 per cent because VAT still had to be accounted for on the proceeds when the car was eventually sold after the contract hire period.

In addition, however, the rules allowed companies using contract hire or leasing to reclaim 50 per cent of the lease element of the monthly rental, even if a driver enjoyed private use of the car. Finally, the contract hire and leasing companies could now reclaim the VAT on service elements of the contract such as maintenance and roadside assistance.

However, he claims that Dial's own research shows that 50 per cent of companies are planning to use contract hire to fund their fleets in the future, and suggests that the main problem is that the significance of the VAT changes has not yet fully dawned on medium- and smaller-sized companies. Controversially, he maintains that some of the leading fleet management companies are to blame, for concentrating on the biggest fleet deals and starving smaller businesses of adequate levels of advice and assistance.

A rather more sinister interpretation of events is made, however, by Mr Tony Elliott, sales and marketing director of another contract hire and leasing company, Masterdrive. He says: "In the first place there has been a lot of confusion about the benefit of the VAT changes, partly because Customs and Excise were determined to claw back as much as possible into their coffers, thereby negating much of the good that might have come from the move."

But perhaps more significantly, he adds, industrial companies which run large fleets normally require at least a year before they would consider a change. By now, their finance departments should have made the necessary discounted cash flow and other calculations leading to what, Mr Elliott claims, is the inevitable conclusion that the contract hire or leasing option is now a viable alternative to purchase.

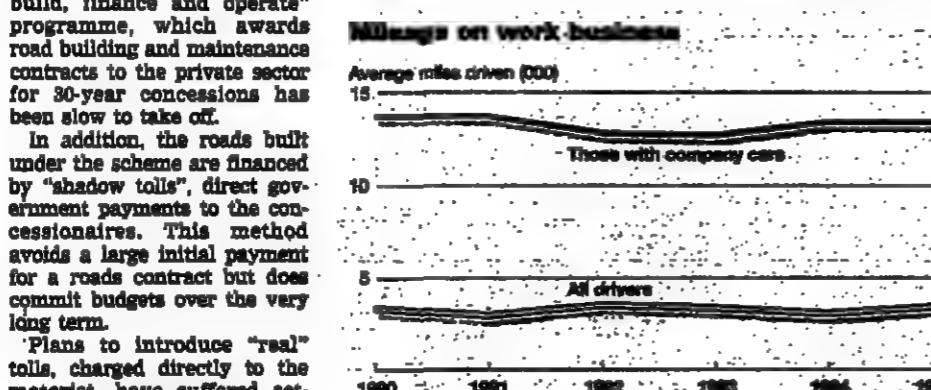
"However, transport managers and transport departments of these companies frequently have major fears about outsourcing because of the threat to their own job security, real or unfounded. In a large number of cases, therefore, any move to contract hire will be blocked from within," he says.

Not surprisingly Mr Geoff Cobley, managing director of Fleet Management Services, which provides both fleet management and leasing services, suggests that the picture is not as clear cut as the core contract hire industry claims and that "fleet operators will find it increasingly economical to employ both contract hire and fleet management to cover the workers as well as the 'perks'." This is particularly the case, FMS's sales director Mr Sean Price claims, because in practice the net benefits of the VAT changes are not quite what the contract hire sector has claimed - "the advantage is around 5-6 per cent."

\*Tolley Dial Survey of Company Cars 1995/96, Tolley Publishing Company, Tolley House, 2 Addiscombe Road, Croydon, Surrey CR9 5AF. £47.50 \*\*Monks Car Policy UK, Monks Partnership, The Mill House, Wenden Amba, Saffron Walden, Essex CB11 4JX. £165

VAT: by John Griffiths

## Not in the script



### PROFILE Davis Service Group

## Overall financial control

The 900 cars and 400 trucks used by companies within the Davis Service Group are the subject of a new agreement with Lex Service in a contract with a lifetime value of over £11m.

Davis Service Group, which includes HSS Service Hire Group, the Full Mail Service Group, Sunlight Service Group and the Elliott Group, takes group responsibility for the financing of assets.

But it leaves all operational matters in the hands of the individual companies, each of which has its own Board of Directors.

Mr Terry Winter, the group finance manager, says that group financing in general was reviewed at the end of 1994 and early in 1995. "One debate was whether we should continue to fund

non-income producing assets such as vehicles by overdraft, or whether they should be separately financed.

"We looked at various financing options and also at a multitude of fleet operational options. Obviously we wanted to use the power of the group to get the best possible deals, but it was also important that our group financing requirements should have no adverse effect on the operational requirements of the individual companies."

The decision to switch to Lex Service, whose Lex Vehicle Leasing looks after the cars and Transfleet the trucks, was based in part on Lex's dedicated truck leasing company and its expertise in this area. But it was also because it was able to provide

what Mr Winter describes as "a one-stop shop." Under the agreement, for example, HSS uses contract hire without maintenance but with fleet management for its fleet of 280 cars and 350 commercial vehicles. Other companies in the group, however, have opted for finance leases because, taking into account the use of the vehicles in their own fleet and the length of time they remain in service, this appears a better option.

"We get advice from Lex that ensures we choose the right financial instrument for each particular application, and then provide the finance and the services that we require," says Mr Winter. At one of the subsidiaries, HSS Service Hire Group, which supplies a variety of

tools and items of plant to customers on hire or a direct sale basis, Ms Alexandra Sard, the fleet manager, said that they had opted to switch from buying vehicles outright to new contract hire arrangements with Lex.

"In the past, when there were no VAT clawbacks available, there seemed to be no strong advantage in not buying vehicles outright and so we bought all our fleet of cars and light commercial vehicles, with the exception of a small number of 7.5-tonne trucks used by Event Hire, the catering side of the business.

"However, since VAT could

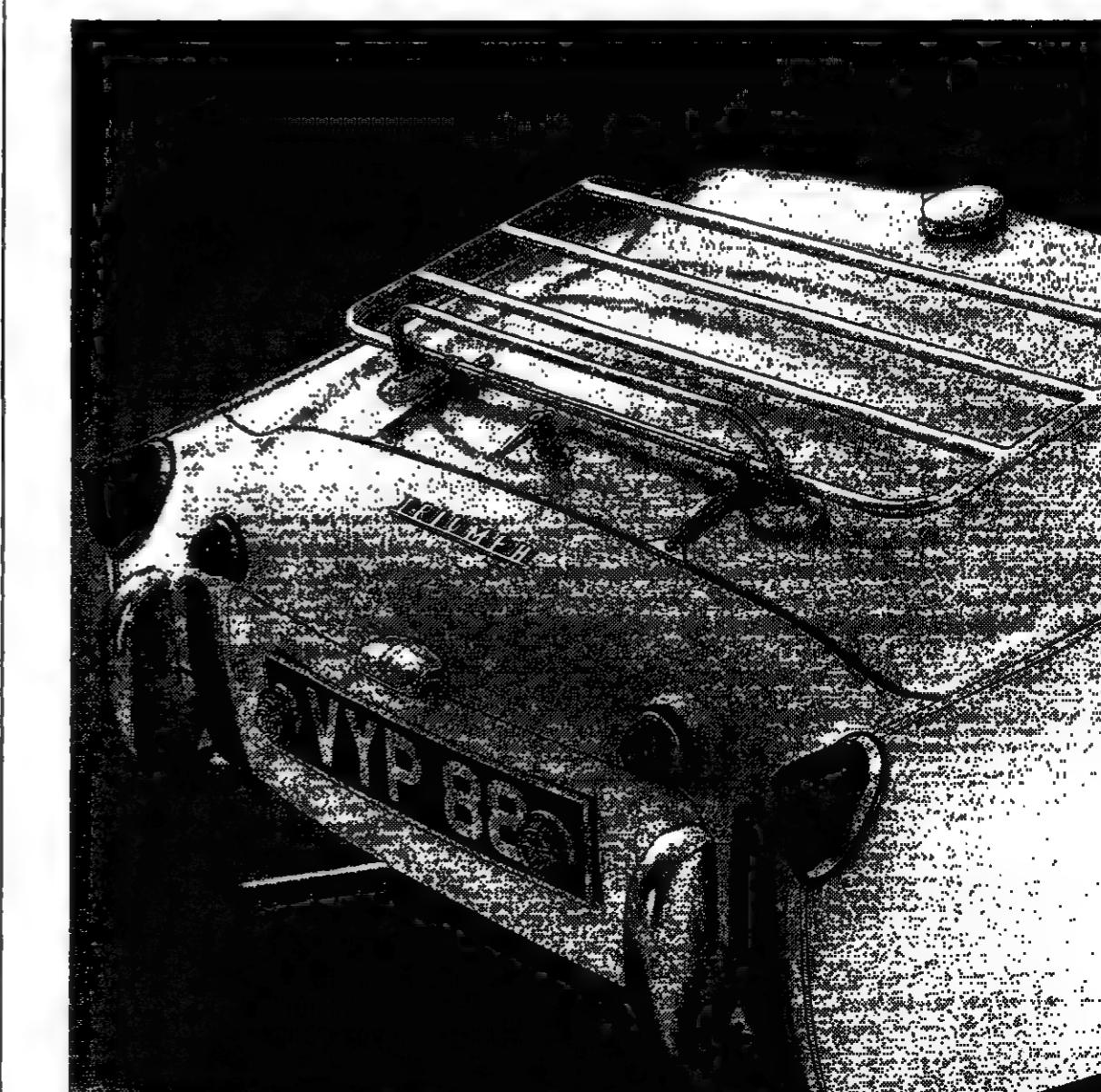
be reclaimed, it seemed a bit silly to be spending £50m on

vehicles - my budget last year - when the advantages of contract hire had been increased.

"In addition, there is an element of protection in a contract hire agreement, particularly in terms of budgeting. And under the Lex contract, we have access to replacement vehicles and also overnight servicing, so there is minimum disruption to our operational staff."

Currently, the 280-strong car fleet consists mainly of Ford Escort and Vauxhall Astra diesel estates which are used by depot managers around the country, plus some 60 management vehicles. These are subject to free choice within specific list price bands for different grades - but, according to a policy introduced some two and a half years ago, all must be diesel.

"This may change in future as we are now looking again at whole-life costs and because residual values of diesel cars are no longer what they were, we may change to petrol cars, though a final decision has yet to be taken," says Ms Sard.



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## IV VEHICLE FLEET MANAGEMENT

■ Computers: by George Black

## Cost-cutting and efficiency

Because of lack of experience ease of use is a primary requirement in fleet management

Using a computer system to support fleet management can make a big difference to the efficiency and cost-effectiveness of the operation.

Computer companies are introducing easier-to-use systems with more advanced functions which could greatly enhance their value, through the adoption of simple graphical user interfaces (GUIs) and simple searching methods based on executive information systems (EIS) software.

Functional advances are enabling users to take up electronic commerce, or electronic data interchange (EDI) which can make considerable financial savings through replacing paper business with computer transactions. Money can also be saved by replacing bulging filing cabinets with disk storage through document image processing.

Fleet management systems can cost from a few hundred pounds to £50,000, depending on the size and complexity of the fleet. As systems improve, more fleet managers may consider whether they should increase their investment.

However, Mr Alan Pascoe,

marketing executive for supplier RMS Trauman, says they generally fail to recognise that these systems are of strategic value. "Many of them are backward in information technology and very reluctant to invest," he says.

This is attributable partly to tight margins in the transport industry and partly to the fact that fleet management is not the core business for many buyers. But in many cases, says Mr Pascoe, they are just not willing to be convinced of the benefits of IT. Often it is hard for suppliers to get to talk to senior managers who might be more receptive. Fleet management organisations remain to a large extent behind the times in adopting IT and in some cases wholly uncompromised. Some are starting to

computerise workshops for the first time.

There are around 50 systems suppliers to the UK market. Fewer than a dozen dominate the market for large multi-user installations, but the number of products available at all levels of sophistication has risen sharply in the past few years.

This gives buyers more choice, but it has also created confusion about what the products can do. Products vary greatly in their capabilities and it is important for users to ensure that they choose one which is designed for their area of business. Local authorities, for example, may need a package with considerably more flexibility than most private sector users.

Many users are moving from proprietary systems running

on large computers to open systems or client/server systems. Others are looking to move up from personal computer systems running the Microsoft DOS operating system to something more powerful.

The preferred approach for the latest systems is the client/server structure, with processing typically split between a server running on Unix software and a personal computer front end. The recent convergence by suppliers on the client/server model has created even more competition in the market. Ease of use is a primary requirement in fleet management because many users have little or no computer experience. Those who have any experience are most likely to know the popular PC spreadsheets and want a system that looks much the same.

Another essential feature is the ability to deliver a substantial cost reduction to justify the investment. The market has changed radically in the past decade. Many users, such as the privatised utilities, have re-structured their businesses to make fleet management a profit centre, providing a service to the parent company.

Many local government users have outsourced fleet management since compulsory competitive tendering was introduced in the 1990s.

These changes have forced systems developers to re-design their products. Sanderson FCS (formerly Fletcher Computer Services), one of the leading suppliers, has spent over three years on a multi-million pound re-development programme, converting its products to a client/server structure with a Microsoft Windows front end. Its sales director, Mr Paul Foskett, says it decided to undertake that project when the market began to change with the growth of privatisation and outsourcing.

Some new fleet management profit centres now not only provide a service to their parent company but also use their spare capacity to manage fleets for others. "To make a profit from fleet management you need to use computer systems to full effect. A good system can provide a real competitive edge," says Mr Foskett.

Mr Chris Elvin, fleet depart-

ment manager for supplier Kerridge Computer Company, says the market is moving from pure fleet management systems to broader, integrated contract hire and leasing systems. These may include modules for other aspects of the business, from marketing to contracts to accounting.

All users want to reduce paper. Even a small fleet of 100 vehicles can generate a large amount of paperwork; for a fleet of 10,000, it can turn into a nightmare. For many users, document image processing has begun to condense that diverse data into a format which can be held on a single disk, comprising invoices, repairs and maintenance

records, accident photographs and much else.

Many fleet managers would like to move into electronic commerce. This could help in several areas, for example tyre management. The cost of tyres is a constant concern to fleet managers, but it has been hard

types of tyre wear best and which drivers are abusing their tyres and prompt an early response.

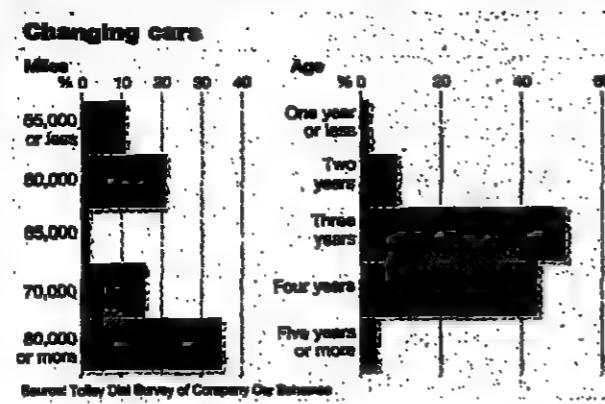
The spread of handheld devices could contribute to cost reduction, as they become part of the electronic commerce process. For example, accident repairs could be streamlined by feeding price information from handheld terminals in the stores to the insurance company for authorisation. However, the spread of electronic commerce is still held up by lack of standards.

Fleetnet, the industry stan-

dards committee, is struggling

to get vehicle manufacturers to agree on standard formats for part numbers. "1997 must be the year for this, we can't wait any longer," says Mr Elvin of Kerridge.

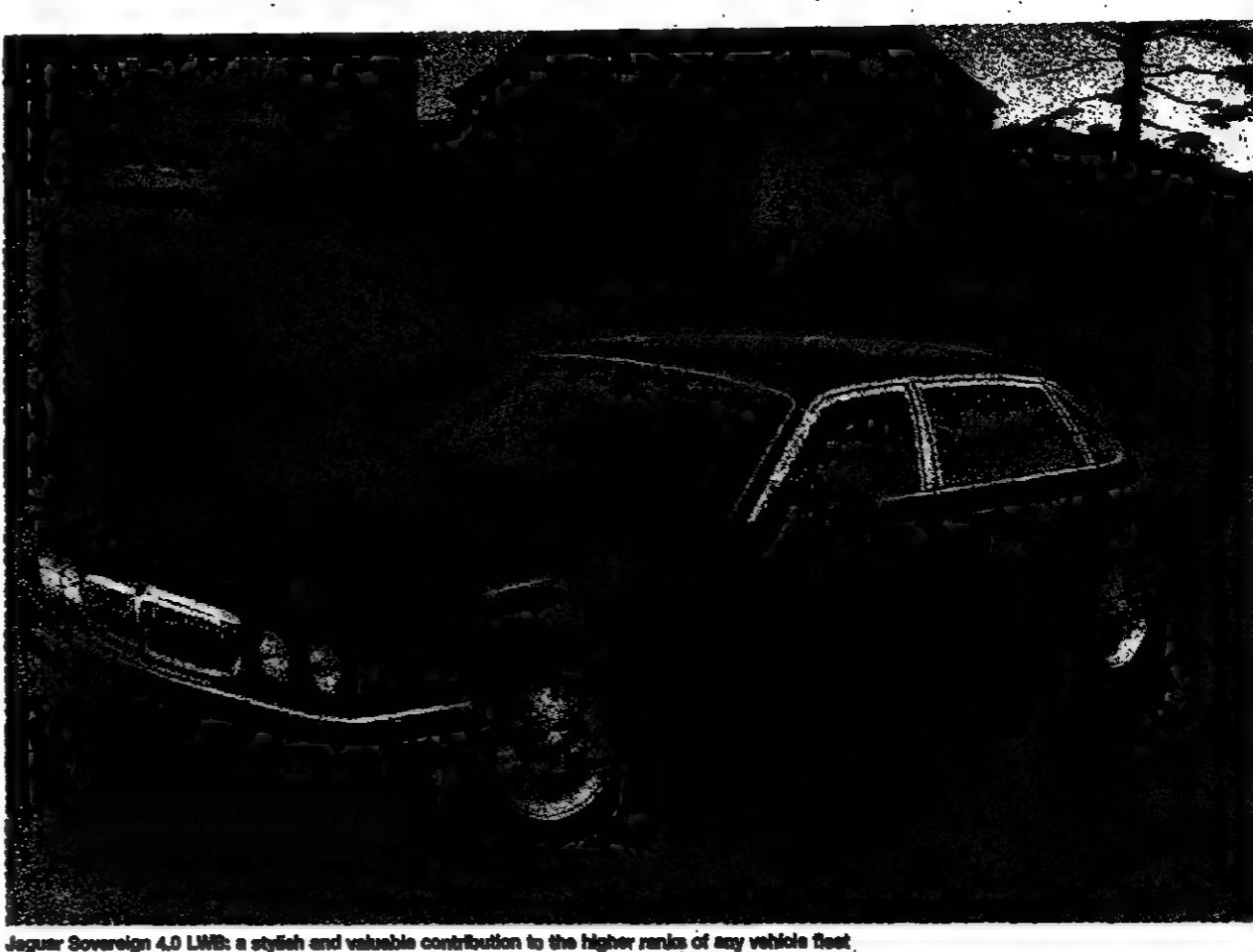
George Black is a freelance IT contributor to the FT



Trends in proposed modifications to car policies (%)					
	1991	1992-93	1993-94	1994-95	1995-96
More drivers cars	17	27	38	44	28
Higher salary, no car	46	55	54	57	25
Keep longer	43	46	36	31	35
Tighten up on use	28	29	25	27	31
Cheaper cars	-	-	14	20	18
Wider choice	-	-	7	18	19
Higher salary, cheaper car	-	-	18	11	12
Buy used cars	18	15	16	10	15
Base choice on CH* rate	-	-	11	10	14
Hire/lease instead of buy	8	7	6	5	25
Buy instead of hire/lease	-	-	6	8	8
Will you modify policy? No	20	24	27	30	45

Source: Tolley Dial Survey of Company Car Schemes

for them to make any big impact on that cost. Electronic transmission of invoices could enable them not only to save money by cutting out paper but also to understand more clearly the trends of tyre usage. The computer may be able to throw light on which



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Mr David Voss, the managing director of Volo Insurance services, ranked by top car makes ranked by the lowest average accident repair costs

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مكتبة من الأصل

How the latest models go by Stuart Marshall

## Big need not mean beautiful

Direct-injection, turbo-diesel automatic cars offer a seductive combination

Since company cars have been taxed on price, not a mix of price and cylinder capacity, executives have no longer had to stay below the 2.0-litre barrier but have more than 20 attractive multi-cylinder engined cars to choose from.

For a combination of value for money plus mechanical refinement, the Ford Mondeo 2.0 is almost in a class of its own though the equally keenly priced Vauxhall Vectra

2.5i V6 GLS runs it closely. Two other cars for user-choosers with \$20,000 spending limits and a liking for the good things of motoring such as air-conditioning and automatic transmission are Nissan's QX-S (successor to the Maxima) and the Renault Laguna V6 3.0. The 2.0-litre and 3.0-litre V6s powering the Nissan QX-S run with turbine smoothness. I also rate the Laguna V6 highly for silence and comfort with vigorous performance.

At this price level there is an agonising choice to be made between a multi-cylinder model of a marque that does little for an executive's personal status, and a less highly specified car with a badge that

excites envy. (For example, a Ford, Vauxhall or Renault on the one hand, a BMW or Mercedes - and increasingly an Audi, Rover or Saab - on the other).

If a user-chooser can wheedle a small amount of extra money out of his company - or chip in a modest sum of his own - a 6-cylinder BMW 3-Series or C-Class Mercedes-Benz becomes possible. And if not, there are always 4-cylinder versions of both cars, sans automatic transmission and air-conditioning, to consider. Audi, Rover and Saab have narrowed the gap separating them from the prestigious rear-wheel driven German pair. Performance-obsessed motoring pub-

lications still nit-pick over handling differences between, say, an Audi A4, Rover 600 and Saab 900 that would be revealed only if they were driven in a way no responsible person would contemplate. Most of us could live easily with any of them. It really comes down to personal preference over things like styling, the size and shape of the boot and seat comfort.

Before leaving the Mondeo/Cavalier segment, the Citroën Xantia Active is in a class of its own for keeping driver and passengers in ignorance of bends as well as bumps in the road. Computer-controlled suspension eliminates body roll as well as maintaining a constant ride height and attitude regardless of load distribution. And the new Peugeot 406 is so refined a performer it could be said to have brought Jaguar standards of ride, comfort and silence to the lower managerial classes.

In these size-up brackets, the made-in-Britain Japanese trio of Honda Accord, Nissan Primera and Toyota Carina E, plus the Dutch-built Mitsubishi Carisma, may be short of what Americans call driveway credibility but have just about everything else. They are totally competent vehicles. Rover's decision to pitch the 400 (effectively a Roverised Honda Civic with Rover's own K-series engine) against slightly larger rivals is an interesting reflection of the feeling that big is not necessarily beautiful.

Lower down the ranks standards have risen. The latest Ford Escort and Peugeot 306s and the newer Renault Mégane and Fiat Bravo are the equal of executive cars in all but size. For larger, costlier (\$25,000 to \$30,000-plus) cars, senior executives are spoilt for choice. Best value in this segment must be the just under \$30,000 Jaguar XJS 3.2, which offers a superlative ride, more than adequate performance, comely handling and lots of prestige for little more than the price of the poshest Ford Scorpio or Vauxhall Omega. The latest Lexus LS 400 has achieved the impossible by being even quieter than before.

Diesel-engined cars in the upper reaches of the market are now so good that, except

for the first minute or two after start-up from cold, they sound and go more like petrol-powered cars. The best engine at present is the in-line 6-cylinder BMW turbo-diesel of 2.5-litre capacity, used in Range Rover and Vauxhall Omega as well as the BMW 3-Series and 5-Series. But for muscularity and general refinement the 2.5-litre 4-cylinder engine with contra-rotating balance shafts used by PSA in the Peugeot 605 and Citroën XM is snapping at its heels.

For sheer performance and economy, the diesel executive cars to beat are the Audi A6 and Volvo 850 models powered by Audi's direct-injection 5-cylinder engine producing 140 bhp. Rover's 600 SLD 2.0-litre - and soon the Honda Accord with the same Rover-supplied 4-cylinder, direct-injection, turbocharged engine - offer similar benefits. The fully encapsulated engines of the Mercedes-Benz C-Class and E-Class are not currently turbocharged. While not in the top rank for vigour, they are class leaders for lack of disturbance while idling and feel so unrestrained one could believe they would run for ever.

As fuel prices rise remorselessly, a direct-injection turbo-diesel automatic car (like the Audi A6) offers a seductive combination for a cost-con-

scious, high-mileage business executive.

Reports of an impending sudden decline in the on-off road four-wheel drive estate car market seem to have been greatly exaggerated though I have never quite understood

their appeal as executive or luxury car alternatives. But the new generation of multi-purpose vehicles like the Ford Galaxy and VW Sharan, Citroën Synergie, Fiat Ulysse and Peugeot 806, Renault Espace and Honda Shuttle are

attracting users who want lots of interior space and a high seating position but have no need of four-wheel drive. The V6 engined Galaxy and Sharan perform vigorously and ride comfortably enough to satisfy most executive motorists.

■ Mobile communications: by Haig Simonian

## More callers on the line

Devices to monitor speed, engine revs and distance can lead to safer, legal driving

From policemen to plumbers, people are spending more money than ever keeping in contact on the move. Mobile communications have mushroomed as hardware prices have fallen, services have been added and new participants have entered the market.

Companies wanting to equip their fleets with telecommunications now face a bewildering choice of technologies and operators. Questions like whether mobile telephony is more appropriate than private radio, or whether voice communication should be supplemented with data, are regularly on the agenda.

The answer, more often than not, depends on the usage. Big companies seeking quick transmission and receipt of complex information by their staff on the road are more likely to be interested in public access radio than a country-hopping executive, whose priority is frontier-busting voice telephony.

The market falls into four categories:

- pagers, the oldest and most restricted technology, use radio waves to transmit limited instructions;

- cellular telephony, which is still developing, links up thousands of small radio "cells" to provide a nationwide mobile telephone service;

- public access radio for either voice or radio. A relatively young medium, which uses the radio frequencies vacated when old-standard black-and-white television broadcasting was discontinued 10 years ago, this offers regional or nationwide radio communications using private networks, whose capacity is rented out to subscribers.

Although public access radio operators have specialised in voice or data, demarcation lines are blurring. Moreover, digital transmissions will eventually become possible now the Radiocommunications

Agency has called for applications to operate a digital, and not just analogue, service.

Function is the usual way to determine which technology is most appropriate for a business. Paging, once very popular, has been largely superseded: although modern pagers can receive short messages as well as simply alerting the user to contact a pre-determined number.

Data-only services are restricted - as their name implies. However, they have immense possibilities given the amount of information they can carry. RAM Mobile Data, a leading operator, has

signed a framework agreement with the Home Office to give police vehicles direct access to the Police National Computer. Using mobile terminals in patrol cars, officers can contact the PNC in seconds, compared with the minutes it could take to call up an operator by radio to check through data. These services are particularly appropriate for command and control. Using a keyboard and computer database, an operator at a company's service centre can be sure to send the right type of vehicle to the right location with the right equipment and personnel on board. Moreover, the driver can receive full details of the job in hand on an in-vehicle screen, including the sort of complex information regarding the type of equipment to be serviced.

The devices can monitor speed, engine revs, distance travelled and even whether a vehicle is moving or stationary. Such information - received by real time - can be used for various purposes. A vehicle's maintenance needs can be precisely tracked to make sure it is brought in for servicing only when required. By monitoring speed, engine revs and braking, the system can also be used to ensure vehicles are being driven safely, economically and within the law. Drivers' performance can be checked, and remedial action taken if necessary, notes Mr Duncan Purves, director of transport and distribution business and RAM Mobile Data.

Mobile phones offer many advantages. They can be removed from vehicles - not possible with all radio systems, where size and weight restrictions on portable systems limits their range. Portable phones are also more flexible in that they can call any number on the phone network. Radio systems, by contrast, are restricted to a subscriber company's network. Moreover, the latest GSM-standard portable phones can be used in dozens of countries, whereas radio networks are limited to nationwide, or, if a user wishes, regional coverage.

National Grid Three, the leading public access mobile radio operator for voice communications, now covers more than 90 per cent of business areas for its 60,000 customers. But the far greater flexibility of mobile telephones has come at a cost. Usage has

tended to be far more expensive than public access radio, while monitoring and control have been much more difficult. The technological restrictions of radio networks also limit the scope for abuse. Personal or international calls are impossible. Excessive usage is eliminated because connections are automatically terminated after 60 seconds.

The differences explain why portable telephony and public access radio has tended to be marketed to different, and seldom overlapping, users. Public access radio has often been selected by companies for engine monitoring purposes.

In voice communications, the choice lies between public access radio or portable telephones. The main determinant:

Portable phones are more flexible as they can call any number on the phone network

has tended to be cost, with cellular phones being more flexible, but also much more expensive, than radio.

Mobile phones offer many advantages. They can be removed from vehicles - not possible with all radio systems, where size and weight restrictions on portable systems limits their range. Portable phones are also more flexible in that they can call any number on the phone network.

Radio systems, by contrast, are restricted to a subscriber company's network. Moreover, the latest GSM-standard portable phones can be used in dozens of countries, whereas radio networks are limited to nationwide, or, if a user wishes, regional coverage. National Grid Three, the leading public access mobile radio operator for voice communications, now covers more than 90 per cent of business areas for its 60,000 customers.

Such innovations may not be enough to win round all the users who have defected to public access radio voice systems, but they have improved the competitive edge of the cellular operators.

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## VI VEHICLE FLEET MANAGEMENT

■ Commercial vehicles: by George Bennett

## Truck market slows down

Several different factors, including the general election, have led to uncertainty

The UK truck market is heading for uncertain times after two years of strong growth. Last year, the total market above 3.5 tonnes grew by 17 per cent on 1994, to 52,261, according to figures from the Society of Motor Manufacturers and Traders. But manufacturers are now predicting a 1996 figure of only 50,000.

Low registrations in the first quarter of this year gave an annualised figure of 51,291, 2 per cent down on the 1995 total.

The underlying position may be worse than that — perhaps as much as 10 per cent down according to some observers — and was only rescued by a burst of registrations by the Iveco group in the last 10 days of March.

Heavy truck specialists Scania and Volvo expect the heavy truck sector (above 15 tonnes) to decline. Mr Ulf Bundell, the managing director of Scania (Great Britain), says: "The sector won't be as strong as last year; we expect it to end up between five and 10 per cent down on last year, at 28,000-30,000 units." Mr Alistair Robinson, Volvo's general manager for trucks, agrees with the figure, and says that one reason for the reduced demand is better efficiency on the part of operators. He says: "The distribution system is getting more efficient. Five or 10 years ago an FL10 fleet tractor was doing 70,000 miles a year, now 100,000 is not uncommon. People are squeezing more out of their trucks, and the trucks are better built so they can take it."

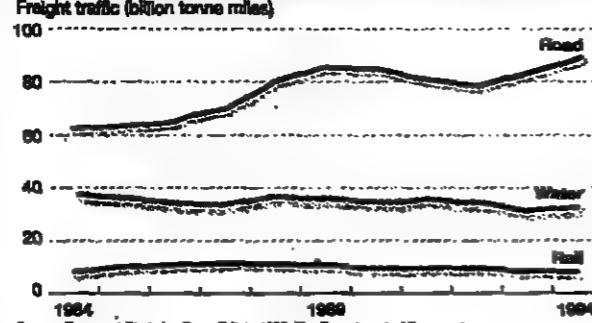
Iveley Daf, currently second in the overall market (above 3.5 tonnes) with a 17.4 per cent share, paints the most pessimistic picture. Mr David Gill, the managing director says: "There's a feeling that we've seen a significant slowdown in the market, and worse than the first quarter figures imply."

Third-placed Mercedes (17.0 per cent share) is cautiously

optimistic. Mr Alan Grigg, Mercedes-Benz UK's general manager for commercial vehicle marketing, says: "There's been a slow rise in the medium van sector, and that's a barometer for the total commercial vehicle market. The market may be 2 per cent down for the first quarter, but a good September could change that to a plus."

Mr Grigg says that the market is difficult to predict, not least because of the impact of the change over to the new

Freight traffic (billion tonnes miles)



Source: Transport Statistics Great Britain 1995, The Department of Transport

tighter exhaust emissions rules, known as Euro 2, which will apply to all trucks registered after October 1.

All manufacturers anticipate a September rush before the deadline as truck operators buy vehicles conforming to the current Euro 1 regulations, because they are cheaper. The introduction of Euro 1 in 1993 caused a considerable distortion in the market, and while most people expect the effect to be less this time round, no one is sure.

At Iveco Ford, which accounted for 9% of Iveco group registrations (the rest going to Iveco-owned Seddon Atkinson) Mr Chris Christianson, the marketing operations director, expects the Euro 2 effect to add from 1,000 to 1,500 extra vehicles to the overall figure for the year, about half the increase preceding the introduction of Euro 1.

Another factor affecting the new vehicle market is the oversupply of recent second hand trucks, which has driven their price down, making them an attractive alternative to buying new. Many of these vehicles

A negative indicator is the 5 per cent decline in tractor units

arrive on the market in batches from expired contract hire deals. "The used vehicle problem may not go away," says Mr Grigg.

A further negative indicator is the 5 per cent decline in the tractor unit sector, which led the market out of the recession over the past three years. Sales of specialist construction vehicles remain depressed, with 32-tonne eight-wheelers

down 30 per cent. Unlike the past two years, when the heavy end of the market led the recovery, this year the light end is the strongest.

The big contract hire and rental fleets have cut back their buying compared with the past 18 months. Mr Christianson says that last year's boom was created by contract hire and rental companies buying heavy trucks, but now they are being more circumspect.

Mr Robinson says: "Smaller operators are continuing to buy at a rate similar to last year's, but the very big operators are slowing down; there are few 100-plus truck deals at the moment."

Mr Tony Pain, Leyland Daf's marketing manager, suggests that contract hire and rental companies are holding back because "they are fearful of the manufacturers themselves getting into contract hire."

Scania has added a rental arm to its contract hire operation and Iveco Ford has set up a joint venture with Securicor to offer both short- and long-term rental. Both Volvo and Mercedes-Benz have been promoting their in-house contract hire for several years.

Mr Bundell says: "We need to provide that kind of service. Last year 20 per cent of our registrations were through contract hire and we expect that to grow to 30 per cent this year."

Mr Grigg sees contract hire as part of a range of services it needs to offer, from maintenance to finance: "We believe it's the age of the package sell. The market demands it, and it's an increasing part of our business."

Overhanging the whole truck market is the general election. It is no surprise that even here, opinion is divided.

Mr Christianson says: "The election could knock us off course; it's one of the risks."

At Mercedes-Benz UK, Mr David Thomas, director for trucks, was more sanguine: "With new Labour, from a business point of view there would be no change, so a change of government won't affect the market. But many of my customers may not take that view."

George Bennett is the editor of Truck magazine

## PROFILE

## The registration-plate debate

## August's uncontrolled bulge

Like Frankenstein's monster, the UK August new car sales "bulge" caused by annually changing the number plate prefix letter has become enormous and out of its inventor's control. After 30 years on the loose, it is now in the cross-hairs of industry and government. Soon, they intend, it will be dead.

Conceived as a means of helping space sales more evenly through the year — in the 1960s the peak traditionally came with the New Year in January — the August 1 introduction of a new registration letter at first achieved the intended objective. But the desire to be first on the block with the new letter has become so pervasive among company car as well as private drivers that August now accounts for 25 per cent of each year's total sales. July accounts for only around 2 per cent. Dealers report that the "August effect" shows up in declining orders as early as May. So sales dry up at the very time that cash flow is

needed to prepare for the August rush and the extra stocking and other costs involved. Workshops become grossly overloaded as August 1 approaches, and feel cyclical after-shocks through the year

up with the Joneses" factor, meant incremental sales, now accept that it is anachronistic. Flexible manufacturing and computerised logistics systems mean that an

lean distribution methods. If continuing talks between industry, police and government departments progress as planned, by next April a new system will be in place. The fine detail has yet to be worked out, but it is expected to involve a number plate format change at least twice a year, perhaps even quarterly.

Fleet managers cautiously welcome the prospect as potentially making residual value calculations less complicated, as the current value gap between cars sold in the same year but with different number plate letters starts to recede in significance.

A smoother sales flow should ensue. "The UK industry can no longer afford the cost of the August aberration," says Mr Ernie Thompson, chief executive of the Society of Motor Manufacturers and Traders, which has been leading the drive for change.

John Griffiths



A prototype: how the new quarterly number plate might look

as bunched service intervals appear.

Most dealers who in the past defended the system on the grounds that the "keeping

industry already under fire for perceived high pricing now has the potential to cut costs substantially — and boost profits — by adopting

Method of allocating type of car (%)					
	Total	Representatives	Middle management	Senior management	Directors/partners
Specific car model	22	27	18	11	1
Limited range of specified cars	53	46	44	42	25
Free choice within a price range	65	29	30	46	65
Free choice up to engine capacity limit	6	4	5	5	6
UK-made car	4	5	5	4	4
UK/EC-made car	13	12	11	12	11
Used cars allowed	24	14	12	15	21

Source: Today's Survey of Company Car Schemes

## ■ Specialist management: by Martin Derrick

## A full contract hire option

Outsourcing is a growing trend, but customers are becoming more demanding

Full contract hire may eventually become the preferred option for most company fleets. But for many years to come fleet management can be expected also to have a vital role to play. In these circumstances, an external specialist company not only takes on responsibility for operating a company-owned fleet, but also helps with acquisitions, maintenance, repairs, insurance and accident management and then dispose.

Mr David Knight, managing director of PHH Vehicle Fleet Services, says: "Our figures show that 55 per cent of the fleet market is unserved — the companies buy and operate their fleets entirely in-house. Of the 45 per cent that is currently served by third parties, around 60 per cent is contract hire and 40 per cent variations of fleet management. All the indications are that many of those companies that are currently unserved are now looking at their options — probably considering some sort of finance arrangement first, but then also looking at other services. What is certain is that awareness is growing, but at the same time the market place is becoming much more sophisticated. Clients understand what they expect of a third-party specialist fleet management company and they also know that there is fierce competition for their business. Customers want more for their money and we have had to evolve our range of products." Examples he provides are

accident management services, the provision of accurate information on whole-life costs, and the provision of outsourcing services — in which the third-party specialist takes full responsibility for the day-to-day operation of the fleet, including dealing direct with company car drivers and thus reducing the necessity for the company to employ a full-time fleet manager and administrative team.

Mr Steve Dunn, commercial director at Lease Plan, suggests that outsourcing is a growing trend, but agrees that fleet management customers are becoming more demanding: "We used to be asked merely to provide cars at the best rate but now we find our customers wanting advice on finance, on the benefits package they are offering their employees, on maintenance policies and insurance policies. We are finding they are prepared to pay more for extra services, though in turn, in order to provide that extra service, we are having to invest more heavily in data links, computers and systems generally. This is because the only thing that discriminates one fleet management company from another is levels of service, information, systems and the speed at which you are able to respond to your customers' needs."

Fleet management will continue to be in strong demand for the foreseeable future because many fleets are still operated without effective management controls, according to Mr Geoff Cobley, managing director of Fleet Management Services. There is no doubt that demand remains strong — but you have to get to know your client and see what their real needs are and then

meet those needs; long gone are the days when you could offer a simple choice of contract hire, finance lease or a single fleet management package," he says. Now, he adds, fleet management companies have to target specifically the mix of services that most closely match the precise needs of the fleet.

According to GE Capital — which recently acquired Avis Fleet Services and Lease contracts in the UK — bottom line costs remain vitally important to most fleet management customers. "Quite simply, our job is to help companies reduce vehicle operating costs," says

'Companies are under pressure to be more efficient and more focused'

Ms Teresa LeGrand, president and chief executive officer of GE Capital Fleet Services.

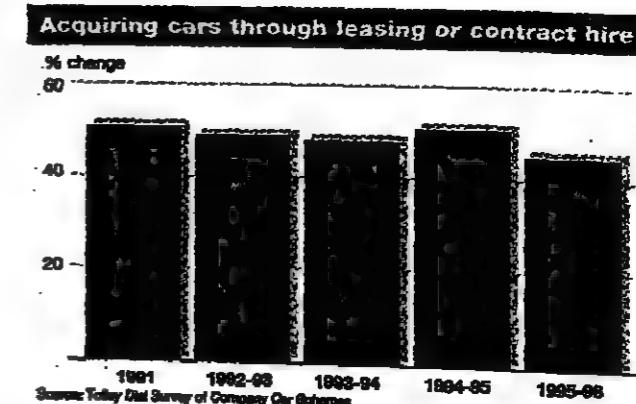
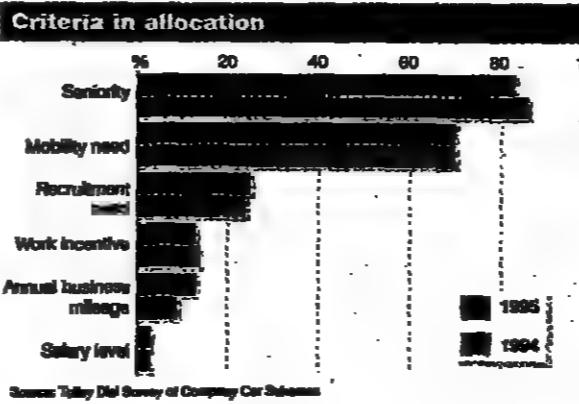
"All companies are under pressure to be more efficient and they need more and more to focus on their core business. So the message is getting across that they do not need to own their vehicles — and that even if they choose to do so, they can still profitably outsource the management of the fleet. Company managers used only to concentrate on getting their assets at best cost — but now they realise that equal attention has to be devoted to operating costs such as maintenance, repair, fuel and insurance. We can provide an unrivalled depth of management information and data, economies of scale that derive from the sheer volume of business

and as well as analysing costs such as fuel and servicing charges.

Mr Nigel Smith, responsible for the purchase of the J. Sainsbury fleet, says: "Cost control is central to our business and the Fabs system provides us with the valuable management information which helps us to achieve this objective."

Mr John Lyons, managing director of Godfrey Davis, says: "This technology points to the future of company car fleet management. It gives us the ability to respond to the issues of the day with timely and accurate information, data which enables our customers to take fleet decisions quickly, whilst simultaneously minimising administration."

Martin Derrick is a freelance journalist specialising in the motor industry



	Representatives	Middle management	Senior management	Directors/partners	Others
All costs paid	43	42	55	18	48
Staff pay for private fuel as they use it	48	44	38	16	39
Staff pay fixed cost per mile to cover private use	3	3	2	—	3
Staff pay for all fuel their relatives business use at fixed cost per mile	8	11	7	5	9

Source: Today's Survey of Company Car Schemes

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## COMPANIES AND FINANCE: EUROPE

# Fiat confident on Philips slides in line with warning

By Andrew Hill  
in Milan

Pre-tax profits at Fiat, the Italian automotive and industrial group, fell 24 per cent in the first three months of this year and operating margins were significantly down on the first quarter of 1995.

The news, which coincided with Fiat's annual celebration of its products at the Turin motor show, disappointed analysts and took the edge off the company's announcement that 1995 group profits had doubled to L2.147bn (US\$1.38bn) after tax.

Fiat also proposed doubling its dividend to L100 per ordinary share, and increasing the payout to savings shareholders from L110 to L130 a share.

Separately, Mr Giovanni Agnelli, now honorary chairman of Fiat, further confirmed that his family would buy the 2 per cent stake in Fiat that Alcatel of France has said it wants to sell.

Operating margins in the first quarter slipped from 4.4

per cent to 2.5 per cent, which Fiat blamed on reduced profitability in Brazil, the strengthening lira and heavy price competition in Europe. Profits reached L645m before tax in the quarter, against L658m in the equivalent period.

Fiat said it was still increasing sales and market share with the help of new models. The group added that it had budgeted for the first-quarter downturn and expected "a significant improvement" for the rest of the year.

Group net profit rose from L1.01bn in L2.147bn in 1995 and parent company profit from L565m to L515m.

The increase was heralded in January, in Mr Giovanni Agnelli's last letter to shareholders before his retirement as chairman.

The strength of Brazilian operations and the weakness of the lira were both important factors in Fiat's recovery from record losses in 1993. Brazil contributed an estimated L30bn in profit last year.

## Volvo chief signals weaker first quarter

By Hugh Carnegie  
in Stockholm

Volvo, the Swedish car and truck manufacturer, warned that sales of both cars and trucks were lower than in the same period last year, apparently signalling weaker first quarter results due next week.

Mr Sten Gyll, chief executive, added that the group, which is battling to carve out a future as a medium-sized independent manufacturer, would seek "effective and in-depth co-operation with sub-suppliers, other automotive manufacturers and development companies" in its effort to remain competitive.

But Mr Gyll reiterated Volvo's commitment to a heavy programme of investment in "strategically important areas" designed to secure its long-term independence. He said its target over an industry cycle was to achieve an average return on capital of 13-15 per cent and operating margins of 5-7 per cent.

His remarks to Volvo's annual shareholders' meeting in Gothenburg were well received by investors, prompting the group's most-traded B-share to rise SKr14.03 to SKr15.00, an otherwise weak Stockholm bourse yesterday.

The group gave no profit breakdown of its divisions, but all units, except the fledgling networking division, are believed to be on course for profits by the end of the fiscal year. The German economic downturn has affected Siemens' industrial activities, including the automation and plant construction units, but

there was at this stage no sign

By David Brown  
in Eindhoven

Philips, the Dutch consumer electronics group, yesterday reported a slide in first-quarter profits amid weakening demand for semiconductors and consumer products.

Operating profits for the three months ending March fell from F1.940m in the same period last year, to F1.690m (US\$65m). The results were in line with a warning issued in March.

Net profits from normal business operations slipped from F1.840m to F1.377m. Owing to a F1.15m jump in extraordinary income to F1.315m, associated with a public offering of Philips' shares in ASM Lithography, the group made a net profit of F1.652 against the F1.744m of last year. Overall turnover advanced 7 per cent to F1.533m.

The group was cautiously optimistic that its troubled consumer division would

return to the black by the year-end, and that its earnings from normal operations would at least match the F1.285m of 1995.

Mr Dudley Eustace, finance director, said Philips had based this forecast on the expectation of a modest economic revival in North America and Europe for the second half of this year.

Because of organisational changes, all divisional figures were restated for purposes of comparison.

In components and semiconductors, Philips managed a 17 per cent increase in volume sales to F1.280m, while operating profit fell from F1.510 to F1.62m year-on-year. This decline was attributed to a strong erosion in semiconductor prices, especially for bulk memory and commodity chips in North America and Europe.

The profitable components unit was able to "hold its own" and in some cases push through higher prices, and growth was more vigorous for

application-specific products.

Mr Eustace cited independent market research indicating that the overall market in which this division competed was still softening in North America but had stabilised in Europe.

He said Philips had not yet decided whether to float a shareholding in Taiwan Semiconductor Manufacturing Company in the second or third quarters of this year, but it intended to remain the single largest shareholder after the deal.

In the consumer products sector, Philips slipped from a profit of F1.62m to a loss of F1.52m on 3 per cent higher sales of F1.150m. Mr Eustace said the company hoped lower costs and better inventory management would enable it to return to the black by the end of the year.

Results at Grundig, Philips' loss-making German subsidiary, were worse than last year but in line with expectations.

Results at Grundig, Philips'

Although "on target" with its rationalisation plan, its unit would probably end the year in the red.

Philips' strategic push into mobile communications was a drag on the consumer divisions' results had been. Mr Eustace said these activities, which ranked 9th or 10th in the world" after such market leaders as Motorola, Ericsson and Nokia, would likely show a loss this year and next.

Philips confirmed that its new software and services sector - which groups its interests in PolyGram, Philips Media, Origin and Superclub - was one of nine bidders for MGM, the Hollywood film studio. Sales for this division advanced 8 per cent on a comparable basis to F1.244m, but earnings slipped from F1.180m to F1.12m.

The lighting division, traditionally a cash cow, delivered stagnant sales of F1.215m and a F1m drop in operating results to F1.274m.

## NEWS DIGEST

## Stet increases its full-year dividend

Stet, the state-controlled Italian telecoms holding company, proposed an increased full-year dividend of L130 per ordinary share, against L110 last year, and L150 per savings share, against L130. The centre-left Olive Tree political alliance, which won Sunday's elections, has said it aims to sell off the state's majority stake in Stet by the year end.

Stet's net profits rose 30 per cent to L2.422m (US\$1.58bn), while parent company profit up 23.5 per cent to L1.104m. Stet, which controls Telecom Italia and Telecom Italia Mobile, achieved sales of L37.400m in 1995, against L33.520m a year before.

Andrew Hill, Milan

## Frère builds CLT holding

Mr Albert Frère, the Belgian financier, acquired through his Groupe Bruxelles Lambert a substantial additional stake in Compagnie Luxembourgeoise de Télévision, the media group at the centre of a European television battle. Paribas, the French financial institution, sold a 15.6 per cent stake it held in Auditoire, which controls CLT. Union des Assurances de Paris, the French insurance group, ceded its 1.6 per cent stake to Mr Frère. Increased his direct or indirect stake in CLT substantially.

Andrew Jack, Paris

## Accor boosts income 38%

Accor, the French-based leisure group, announced 1995 net income up 30 per cent to FF7.923m after substantial exceptional items including asset sales. The group also provided details of its proposed share-swap to acquire the outstanding 26.3 per cent it does not hold in IHL, parent of the US-based Motel 6 chain. Shareholders would receive 3 Accor shares for every 11 IHL shares. Turnover fell 7.3 per cent to FF7.310m (US\$6m), while operating profits rose 30 per cent to FF1.350m. Exceptional gains were FF643m against FF275m, including capital gains on the sale of Ethnor, a catering business, to the UK Compass group. Net debt fell 9 per cent to FF719.4bn. Mr Gérard Pélisson, joint chairman, said he had identified scope for further asset sales of FF750m-FF800m during 1996-97.

Andrew Jack

## Cerus back in the black

Cerus, the French holding company controlled by Italian industrialist Mr Carlo de Benedetti, confirmed it was prepared to sell its 27.5 per cent stake in Valeo, the French automotive components group at the right price. But Mr Michel Ciccarello, Cerus managing director, insisted it would not be a forced seller and would demand a big premium. "We believe that the prospects for Valeo in the next few years are brilliant", he said. His comments came as Cerus announced a return to profitability after a FF7.67m loss in 1994. Net income for 1995 amounted to FF7.61m.

David Owen, Paris

■ Kamtof, the German retail group, said group sales climbed 3.7 per cent to DM5.755m (US\$3.75m) in the first quarter. It said it would be able to increase earnings above 1995's figure of DM221.2m.

Axel Neu, Cologne

■ Deutsche Telekom, the German telecoms operator due to be partially privatised later this year, said it had appointed Citibank as the depositary bank for the American Depository Receipts (ADRs).

Michael Lindemann, Bonn

■ Hapag-Lloyd, the German shipping and tourism group, increased operating profits 20 per cent to DM283m (US\$184m) in 1995, helped by a turn-round in its container division from a DM15m loss to a DM45m profit. It will increase its total dividend by DM2 to DM16.

Charles Batchelor, Transport Correspondent

## Siemens 'on target' after midterm gain

By Wolfgang Münchau  
in Frankfurt

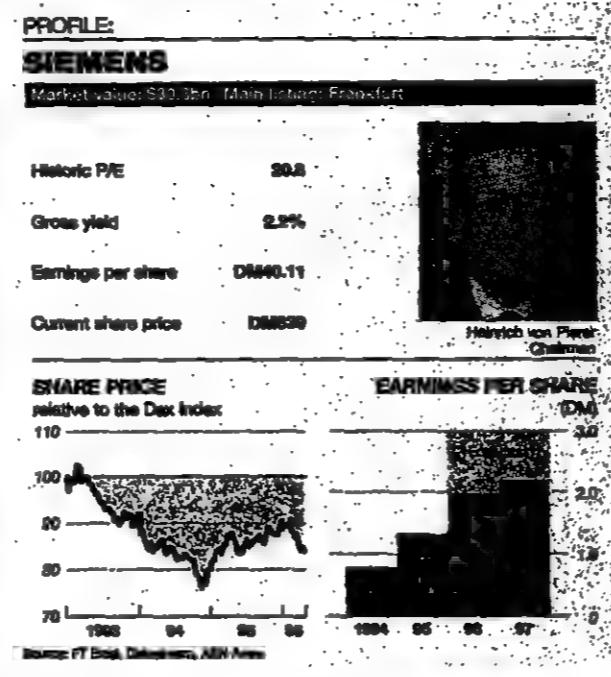
Siemens, the German electronics group, yesterday maintained that it was "on target" to achieve its forecast of net profit growth of between 20 per cent and 25 per cent in its current fiscal year.

The group reported yesterday that net profits during the six months to mid-March rose from DM933m to DM1.080m (US\$711.5m), a 15 per cent increase, but the company traditionally earns the largest part of its income in the second half of the year.

Siemens' ability to meet its target will depend on a sustained favourable exchange rate - following the D-Mark's recent modest depreciation against other currencies - and the general economic outlook.

The group gave no profit breakdown of its divisions, but all units, except the fledgling networking division, are believed to be on course for profits by the end of the fiscal year. The German economic downturn has affected Siemens' industrial activities, including the automation and plant construction units, but

there was at this stage no sign



of recession, it said.

Siemens warned, however, that it was sticking to its forecast of 7,000 job losses in its German workforce by the end of the fiscal year. Siemens is Germany's second-largest

industrial company after Daimler-Benz.

Orders rose 5 per cent, mainly due to strong demand from abroad (up 8 per cent), while in Germany orders only rose by 1 per cent compared

with last year's figure.

Mr Peter Thilo Hasler, analyst at Varensbank Research, said that Siemens has a book-to-bill (order to turnover) ratio of 1.13, which is encouraging and which has not deteriorated since the end of 1994. He said the improved performance by KWU, Siemens' energy unit, was particularly encouraging.

The strong rise in international orders was largely the result of growth in Asia-Pacific (up 25 per cent) and in the Americas (up nearly 15 per cent). Total sales rose 6 per cent to DM423m, made up of a 14 per cent rise in international business and a 5 per cent decline in Germany.

Of the divisions, the semiconductors group has remained the most profitable part of the company. The communications and components business experienced double-digit order growth. The transport unit suffered a decline in Germany which overshadowed an improved international performance.

Siemens also said "cost-savings reforms in the public health sector led to a drop in domestic orders for the medical systems group."

Lex, Page 18

## PETROFINA

Since the quorum was not reached on April 22, Messrs. shareholders are convened to attend a second EXTRAORDINARY MEETING in Brussels, at 52 rue de l'Industrie, on MAY 10, 1996 at the end of the Ordinary Meeting, with the same agenda : 1- Proposals for resolutions to amend the Articles of Association : 1. In Article 1, to replace «Petrofina» by «Petrofina» and add : «It is, within the meaning of company law, a public company. It is listed on the stock exchanges of Brussels, Antwerp, Paris, Amsterdam, Frankfurt, Zurich, Geneva, Basle and London.» 2. In Article 4, to add at the second paragraph the words «and in accordance with company laws.» 3. To replace Article 7 by : «The aforesaid shares are paid up in full. They may be either bearer shares or registered shares, as the shareholder may elect. The company may issue shares to be held in dematerialised form either by an increase in the share capital or by the conversion of shares existing as bearer or registered shares into shares to be held in dematerialised form. Any shareholder may call for the conversion of its shares into bearer shares, registered shares or, as the case may be, shares to be held in dematerialised form, indicating the specific circumstances in which it may use the authorised capital and the objectives which it will follow in doing so. b) In Article 9, to : - to replace paragraph 4 by the following paragraph : «The Board of Directors may increase the subscribed corporate capital on one or several occasions by up to an amount of fifteen (15) billion francs according to procedures established by the Board, either by issuing voting or non-voting shares, by issuing debentures convertible into shares or with subscription rights or redeemable in the form of shares, or by issuing subscription rights. The increase in capital decided pursuant to this authorisation may be carried out via contributions in cash or by contributions non in cash, in the form of cash within the limits permitted by company law, or via the incorporation of issue premiums or reserves into capital, whether available or unavailable for distribution, with or without an issue of new shares.» - to replace paragraph 5 with the following paragraph : «This authorisation is granted for a period of five (5) years commencing on the date of publication of this new paragraph of Article 9 in the Supplement to the Belgian Official Gazette», to replace in paragraph 6 the date «May 10, 1996» by date «May 10, 1996». 5. In Article 11, to replace Article 19, & to Article 23, to delete the last paragraph. 9. In Article 27, to replace «balance sheet» by «annual accounts». 10. To replace the text of shareholders' meeting to attend general shareholders' meetings at the date of the meeting at such institutions as the Board of Directors may specify. They will be admitted to the general shareholders' meeting upon production of a certificate showing that the deposit has been made. Owners of registered shares must inform the Board of Directors, at least five (5) working days in advance of the meeting, of their intent to attend the general shareholders' meeting. Owners of shares held in dematerialised form must deposit, at least five (5) working days in advance of the meeting, at such institutions as the Board of Directors may specify, a certificate drawn up by the accredited accountholder or by the clearing institution showing that the aforementioned shares will be unavailable as at the date of the general meeting.» 11. To bring into force the amendments to the Articles of Association provided for above on May 1, 1996, other than the amendments to Article 9 paragraphs 4 and 5 and Article 11 of the Articles of Association which will come into force on the date of their publication in the Supplement to the Belgian Official Gazette and other than Article 9 paragraph 8 which shall come into force immediately. 12. To confer on the Board of Directors the power to implement the resolutions passed and to determine their manner of implementation, including the renumbering of the Articles of Association. - Proposals to translate into Dutch the Articles of Association and to give equal value to the French and Dutch texts. - Proposals to confer on the Board of Directors the power to translate the Articles of Association into Dutch and publish the complete text as so translated in the Supplement to the Belgian Official Gazette. The holders of bearer shares may deposit their shares until close of business on May 7, 1996 in: Banque Bruxelles Lambert, Générale de Banque - CGER-Banque - Kredietbank - Banque Paribas - Banque Nationale de Paris - Crédit du Nord - Banque Int. à Luxembourg - Banque Gen. du Luxembourg - Commerzbank - Deutsche Bank - Dresdner Bank - ABN-Amro Bank - Crédit Suisse - Swiss Bank Corporation - Union Bank of Switzerland - Credito Italiano - Barclays Bank (Throgmorton Street, London) - Citibank (ADR) USA. 52 rue de l'Industrie - B-1040 Brussels T.V.A. No. 403.079.441 - R.C. Brussels No. 227.957

## To the shareholders of GN Great Nordic Ltd.

The ANNUAL GENERAL MEETING of the Company will be held on Tuesday May 7, 1996 at 3.30 pm at Industrihus, H.C. Andersen Boulevard 18, DK-1996 Copenhagen V.

The Agenda is as follows:

- Report on the Company's activities
- Presentation of the annual financial statements for approval; discharging the Board of Directors and the Executive Management from their obligations
- Resolution for the distribution of the net profit for the year, including the declaration of a dividend on Company shares
- Resolution that the Board be entitled to acquire up to 10 per cent of own shares
- Election of Board members
- Appointment of two auditors for the current financial year.

From Monday April 29, 1996 the agenda and the full and complete resolutions to be proposed at the Annual General Meeting, as well as the financial statements, the Auditors' Report and the Report of Directors, will be available for shareholders' inspection at the Company's registered office on the third floor of Kongens Nytorv 26, 1015 Copenhagen K, and at the Company's bourses in London. Not later than eight days prior to the Annual General Meeting, the above material will also be posted to the registered address of every shareholder the Company holds.

Admission cards to the Annual General Meeting will be available on request from the Company's office from Monday to Friday between 10 am and 4 pm up to five days prior to the Annual General Meeting. To those shareholders who can prove a good title to his shares, as far as bearer shares are concerned, the shareholder shall prove his title to such shares by presenting a statement of his holding of Company shares as of April 25, 1996 issued by the bank in which his shares are held.

Any right to vote shall be conditional upon the voting share being registered in the name of the shareholder and upon the shareholder being entitled to attend the meeting pursuant to the above-mentioned provisions. Where the shareholder has acquired

## COMPANIES AND FINANCE: EUROPE

## Roche workforce cut 18% in restructuring

By Daniel Green

Roche, the Swiss drugs company, cut its workforce by 18 per cent last year, to 30,497, in the restructuring that followed its \$5.3bn acquisition of US drugs company Syntex in October 1994.

The pharmaceuticals industry has undergone a series of mergers and acquisitions over the last three years, but the job losses at Roche are among the highest in the industry.

The company said: "The reorganisation carried out in conjunction with the Syntex

integration has resulted in appreciable cost savings. Measures to raise productivity continued to be systematically pursued in all divisions."

The job figures were published with results for 1995 that showed net profits rising 16 per cent to SFr3.27bn (\$2.74bn) from SFr2.66bn in 1994.

But shares in the company fell after the announcement, as a special dividend to celebrate the company's centenary disappointed some investors.

The 100th anniversary warrant is worth SFr36 a share. "Some market participants had

expected as much as SFr500," said Ms Birgit Kulhoff, pharmaceuticals analyst at UBS in Zurich.

There was a 16 per cent rise in the dividend, excluding the special warrant, to SFr46, and Roche Holding's dividend-rights certificates recovered their earlier losses to close up SFr9.620.

Holders of shares and non-voting equity securities may elect to receive SFr36 cash instead of the "Roche 100" warrant. Both the initial value of the warrants and its cash equivalent are subject to Swiss

Federal withholding tax. Because of restrictions imposed by US securities laws, the warrants will not be issued to or for the account of US holders of shares, non-voting equity securities or ADRs, the company said.

Roche's 1995 sales rose to SFr14.45bn from SFr13.75bn.

The rise was 5 per cent in Swiss francs and 16 per cent in local currencies. Turnover at the pharmaceuticals division rose 11 per cent to SFr9.35bn from SFr8.34bn. The rise was 23 per cent in local currencies. Sales at the vitamins and

fine chemicals division fell 5 per cent in Swiss francs to SFr3.65bn from SFr3.2bn, but were up 5 per cent in local currencies.

Frangrance and flavours' turnover also fell, down 6 per cent to SFr1.44bn from SFr1.53bn. The local currency rise was 4 per cent.

In the diagnostics division, excluding Roche Biomedical Laboratories which was demerged into a joint venture in May 1995, sales rose 6 per cent to SFr840m, from SFr605m, a 16 per cent rise in local currencies.

## Belgacom to challenge GSM licence demand

By Greg Molitor in London and AFX News in Brussels



John Goossens: optimistic on 1996 prospects

Picture: Reuters

up competition between GSM operators, he said.

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## COMPANIES AND FINANCE: THE AMERICAS

## Reorganisation blamed for downturn at Unisys

By Louise Kehoe  
in San Francisco

Unisys reported deeper than expected losses for its first quarter as the US computer and information services company realigned its operations into three new business units focused on computer equipment and services.

The reorganisation caused some disruption during the first half of the quarter, said Mr James Unruh, chairman and chief executive, but "the worst of the confusion is now behind us" and business picked up in the last month of the quarter, he said.

Unisys reported a net loss of \$13.4m, or 25 cents a share, compared with net income from continuing operations of \$4.6m, or 8 cents a share in the same period last year.

Excluding the company's defence business, which was sold in May 1995, income from continuing operations in the first quarter of 1995 was \$32.1m, or 2 cents a share.

Wall Street analysts had been anticipating a loss of about 15 cents a share.

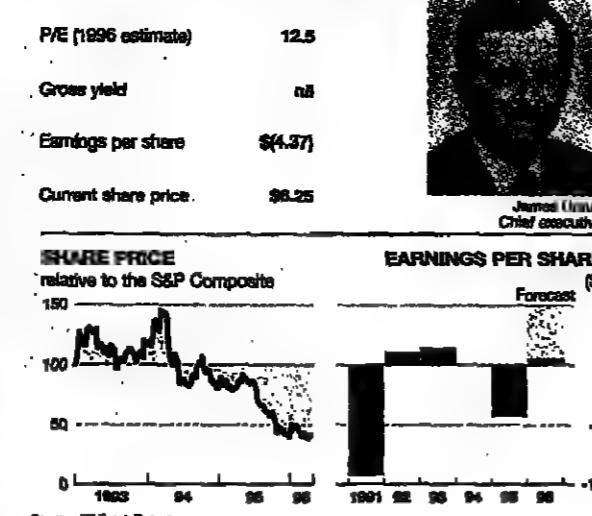
Revenue for the quarter was \$1.2bn, compared with \$1.46bn in the year ago quarter.

In addition to the effects of the reorganisation, revenues and profit margins in the first quarter were affected by lower shipments of Unisys' mainframe systems, Mr Unruh said.

### PROFILE

#### UNISYS

Market value: \$1.10bn. Main listing: NEW YORK



Revenues from computer systems dropped by 19 per cent in the quarter. Mr Unruh attributed the decline to anticipation of a new range of computers that were introduced after the end of the quarter.

These new ClearPath servers will run both Unisys mainframe software and Unix or Microsoft's Windows NT operating systems on a single computer system, he added.

Revenues from information

## Turnround at Data General

By Louise Kehoe

Data General, the US manufacturer of mid-range servers that has been struggling to achieve sustained profitability, reported increased revenues and improved profits for its second fiscal quarter.

Net income for the period was \$6.3m, or 15 cents a share, on revenues of \$335.2m. In the same period last year there was a net loss of \$11.1m, or 30 cents, on revenues of \$283.4m.

Data General "is still in a period of product transition and [we] remain cautious for the short term," said Mr Ronald Skates, president and chief executive. However, second-quarter results "were most encouraging," he said, with revenues up 18 per cent.

Product revenues increased 29 per cent over the same period last year, based on strong growth in sales of data storage products, the company said. Revenues from the company's line of Unix servers were flat, however.

For the first six months of

fiscal 1996, net income was \$11m, or 27 cents a share, against \$13.1m, or 35 cents. The 1995 figures included a one-time, pre-tax gain of \$44.5m from the settlement of a software copyright and trade secret lawsuit against Northrop Grumman. Revenues for the first six months of 1996 were \$662.8m, up from \$566.0m in the 1995 first half.

## Acesita poised to take stakes in three steel groups

By Jonathan Wheatley  
in São Paulo

Acesita, the Brazilian steelmaker, is to pay up to \$850m for shareholdings in three other Brazilian steel groups in what the company called "the start of a new restructuring of the Brazilian steel industry".

Acesita plans to buy stakes in CST, Cosipa and Usiminas held by CST, Cosipa and Usiminas. "But for Acesita it doesn't seem to make very much sense," she said.

There was little common ground between Acesita's business and that of the other three, and Acesita's shareholders were likely to see their stakes diminished in a planned capitalisation to pay for the purchase.

Prices of shares in all four

companies seemed not to have reacted to the announcement.

Acesita will call a shareholders' meeting at the end of next month to propose funding of the industry following privatisation between 1991 and 1993.

"Privatisation attracted opportunity investors looking for a short to medium-term return," he said. "Now the tendency is for this to change, for the industry to attract long term investors and to form groups of companies with shared ownership."

Following the deal Acesita,

which produces 600,000 tonnes of specialty steels a year, would have significant shareholdings in companies producing a total of 12m tonnes of steel a year.

Ms Isabela Saboya, a steel industry analyst at Rio de Janeiro investment bank Icati, said the price being paid was fair and that investors should welcome the deal as it brought a significant, stable shareholder to CST, Cosipa and Usiminas.

"But for Acesita it doesn't seem to make very much sense," she said.

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### NEWS DIGEST

## MCI records 21% first-quarter rise

MCI, the second-largest US long-distance phone company, increased its earnings by 21 per cent in the first quarter to \$36m, with strong growth in the basic phone business partly offset by increased losses in new ventures.

Earnings in long-distance telephony were up 42 per cent at \$378m on revenues 14 per cent ahead at \$4.1bn. There was strong growth in the business market, while consumer sales were driven by special deals marketed under the Friends and Family and other brand names.

In new ventures and developing markets, revenues jumped from \$24m to \$475m, due to the acquisition of SCL Systemhouse and Nationwide Cellular. The net loss was \$83m compared with \$22m, and cash flow was zero.

Group revenues rose 26 per cent to \$4.5bn, with traffic up 21 per cent. Earnings per share were ahead 17 per cent at 42 cents. MCI's shares rose \$1 to \$25 in early trading.

Tony Jackson, New York

## Baxter International ahead 9%

Baxter International, the US healthcare company, said yesterday first-quarter profits rose 9 per cent, led by gains on the biotechnology and cardiovascular businesses. Net income was up to \$188m from \$145m in the same period last year. However, while profits in the biotechnology and medical products areas rose to \$138m from \$88m, earnings from discontinued operations that include the cost management area and other divested assets fell to \$20m from \$7m. The company plans to spin off its cost management business to shareholders later this year. Overall, sales rose 12 per cent to \$1.3bn.

Earnings per share rose 12 per cent to 58 cents from 51 cents last year. The increase in per share earnings surpassed overall earnings growth because of a stock buy-back programme in which the company purchased \$80m worth of its shares in the first quarter. Earnings were in line with analysts' expectations, and in early trading the shares rose \$1 to \$44.

Lisa Brunsten, New York

## Weak prices baffle Cyprus Amex

Weaker mineral prices and bad weather in the US were blamed for a heavy fall in first-quarter net profits at Cyprus Amex Minerals, one of the world's largest coal and copper mining groups. The company unveiled earnings of \$52m, or 62 cents a share, compared with 1995 first-quarter figures of \$75m, or \$1 a share.

Mr Hilton Ward, chairman, blamed the slide on lower prices for copper, molybdenum and coal. Operations at some of the group's US coal mines had also been hit by severe winter weather, he said. These factors had been partially offset by lower costs in copper production - down 5 cents a pound to 77 cents for the reporting period - and improved sales of produced copper, at 172m lbs compared with 160m lbs the last time.

The profit was struck on sales of \$994m compared with \$970m for the corresponding period last time. The quarterly dividend is maintained at 20 cents per ordinary and \$1 per preferred share.

Mark Mulligan

## Videotron targets CFCF

Videotron, eastern Canada's biggest cable-TV group, is offering C\$21.50 a share cash for all the shares of CFCF, a competitor in the Montreal area, for a potential total value of about C\$350m (US\$265m), topping a competing cash-and-stock bid from a rival broadcasting group.

The Pouliot family, which controls CFCF, has agreed to tender to Videotron. The deal would nationalise Montreal cable TV, broadcasting and production, but some analysts said Videotron may meet regulatory problems.

Videotron is believed to be near completing the sale of its British cable TV and telecommunications unit for an estimated C\$500m.

Robert Gibbons, Montreal

## Sale lifts MacMillan Bloedel

A C\$32m (US\$23.5m) gain on the sale of 8m shares of KNP BT, the Dutch paper group, bolstered MacMillan Bloedel's first-quarter earnings. Final net profit was C\$64m, or 48 cents a share, against C\$65m, or 49 cents, on revenue of C\$1.7bn against C\$1.24bn. At the operating level, profit was lower because of weak building materials and packaging markets, partly offset by firm paper prices. The Japanese construction timber market began to firm in March.

Robert Gibbons

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**GCE**  
Globe City Europe N.V.  
Notice of the Annual General Meeting of Shareholders of Globe City Europe N.V. to be held on Friday 10 May 1996 at 11 o'clock a.m. at Hotel de l'Europe, Noordeinde 2-8, Amsterdam  
Holders of bearer shares as well as unfranchised having the right to vote, who wish to attend the meeting, are requested to deposit their proof of ownership at ING Bank N.V., Herengracht 580, 1017 CJ Amsterdam, or at the office of the Company, Schenkelstraat 5, 1071 DV Amsterdam, not later than 3 May 1996.  
Shareholders who wish to be represented by power of attorney or with the bonds mentioned above, not later than 7 May 1996. Power of attorney can be obtained at the Company.  
The agenda, the minutes and copies of the 1995 annual accounts and the 1995 annual report can be obtained free of charge, as well as the annual and other documents related to the meeting at the office of the Company or with the bonds mentioned above.  
Amsterdam, 24 April 1996  
The Board of Directors

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Collared Floating Rate Notes due 2003

For the Interest Period 22nd April, 1996 to 22nd July, 1996

The Notes will carry a Rate of Interest of 6 per cent per annum.

The Coupon Amount per Can. \$140,000 Note will be Can. \$14.96

and per Can. \$10,000 Note will be Can. \$149.56 payable on 22nd July, 1996.

Bankers Trust Company, London Agent Bank

## U.S. \$100,000,000

### HSBC AMERICAS, INC.

(Formerly Marine Midland Bank, Inc.)

Floating Rate Subordinated Capital Notes due 1999

In accordance with the provisions of the

Transferable Loan Certificate issued on April

21, 1994, notice is hereby given that for the

Interest Period from April 21, 1996 to July 21, 1996, the Certificate will

carry an Interest Rate of 6.05% per annum.

HSBC Investment Banking Limited

Interest Determination Agent

## Notice

ADELAIDE BANK LIMITED USD 25,000,000

MULTIPLE OPTION FACILITY

ADelaide, 24 April 1996

In accordance with the provisions of the

Transferable Loan Certificate issued on April

21, 1994, notice is hereby given that for the

Interest Period from April 21, 1996 to July 21, 1996, the Certificate will

carry an Interest Rate of 6.05% per annum.

HSBC Bank PLC, Hong Kong

As Facility Agent

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For further information about German Pfandbriefe please contact

The Association of German Mortgage Banks (VDH) in Bonn, Fax (228) 9 59 02 44.

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## COMPANIES AND FINANCE: THE AMERICAS

## Compaq bucks trend with surge in sales

By Louise Kehoe  
in San Francisco

Compaq Computer charged ahead of competitors in the personal computer industry in the first quarter, gaining market share with a 42 per cent jump in sales.

In contrast with several other PC manufacturers, which have reported sluggish sales in the US, Compaq said its sales were strong in all regions, with the North American figure up 56 per cent in the quarter.

Compaq's revenues for the period rose from \$3bn in the same period last year to \$4.2bn. Net income for the quarter was \$234m, or 85 cents a share, versus \$216m or 80 cents a share.

The results were well above Wall Street estimates of about 81 cents a share and Compaq's shares jumped sharply from Tuesday's close of \$43.3 to trade as high as \$50.04, retreating to \$47.64 in mid session.

Compaq's results raised significant doubts about previous industry reports of slowing US PC market growth. It now appears Compaq has been winning sales at the expense of its competitors.

"This is not a market issue," said Mr Daryl White, Compaq chief financial officer.

The US consumer market, which some analysts had suggested was reaching saturation, remained "very strong", he said, showing the fastest rate of growth of any market

segment in the first quarter. Since December 1995, Compaq has gained 5 market share points in the North American dealer channel, to achieve a dominant 24 per cent market share, according to Audits and Surveys, a market research firm.

While other PC makers have been struggling to reduce excess stocks of PCs held by dealers and resellers, Compaq said its inventories were at the lowest level for two years.

Price cuts and a high proportion of consumer sales, which carry lower margins, reduced Compaq's gross profit margins slightly in the first quarter to 21.1 per cent of revenues. "We expect gross margins to begin to move up in the second

quarter, when consumer sales are generally less robust, and to rebound in the second half when we introduce a broad range of new products," said Mr White.

"We are confident about our ability to gain market share and achieve improved profitability for the balance of the year," said Mr Eckhard Pfeiffer, president and chief executive.

Beginning in June, Compaq will launch new products across all categories of the PC market, he said. These were expected to include high-performance network servers, new styles of consumer PCs designed for home use, and a new line of lower-cost portable PCs.



Eckhard Pfeiffer: confident of ability to boost market share

## USAir cuts loss despite setbacks

By Richard Tomkins  
in New York

Bad winter weather on the US east coast hit first-quarter results at USAir, the troubled US carrier in which British Airways holds a 24.6 per cent stake.

But higher fares and fuller aircraft helped the company cut net losses from \$117.5m to \$54.6m after preferred stock dividends. Losses per share fell from \$1.91 to 86 cents.

USAir said it suffered two adverse factors in the first quarter: delays and cancellations resulting from the poor conditions, and a loss of business owing to government shutdowns caused by the budget impasse in Congress.

Together, the company said, these factors cost an estimated \$55m - roughly equivalent to its first-quarter losses.

On the plus side, revenues climbed 6 per cent to \$1.9bn as fares rose across the industry, and load factors increased. This helped the company report operating profits of \$10.8m compared with losses of \$42m last time.

Sales of consumer products, such as answering machines, were down 17 per cent at \$25m. During the quarter the company closed 388 retail outlets, and now sells wholly through retail chains such as Walmart. It is concentrating on mobile phones.

## NEWS DIGEST

## Netscape tops Wall Street estimates

Shares in Netscape Communications, the fast-growing US Internet software provider, rose 8 per cent yesterday after it reported higher than expected earnings for the first quarter, beating Wall Street estimates by 50 per cent.

Net income for the quarter was \$4.7m, or 6 cents a share, on revenues of \$55m. Analysts had been expecting earnings per share of 4 cents. In the same period a year ago, when Netscape was launching its first products, the company recorded a net loss of \$3.8m, or 6 cents a share, on revenues of \$5.4m.

A more useful comparison, Netscape said, was with the results from the fourth quarter of 1995, when the company reported net income of \$2.4m, or 3 cents a share, on revenues of \$40.6m. Results for all periods were adjusted for Netscape's acquisition of Collabra Software, last year, as well as for a two-for-one stock split in January. The shares were trading at \$66 at lunchtime yesterday, up \$5.

Louise Kehoe, San Francisco

## Rite Aid withdraws Revco offer

Antitrust objections by the US Federal Trade Commission yesterday prompted the collapse of a merger between two US drugstore chains, when Rite Aid withdrew its agreed \$1.8bn takeover bid for Revco. The merger would have created the biggest drugstore chain in the US, with about 4,500 stores.

Rite Aid said: "It is apparent to us that the Federal Trade Commission has never been interested in reviewing the facts surrounding our intended merger with Revco in an impartial manner. Despite the facts presented that this merger would be pro-consumer, the FTC kept changing the rules of the negotiation."

The deal would have been the latest in a string of mergers prompted in part by a drive among drug retailers to increase their buying power with the big US pharmaceutical companies.

Last week, however, the FTC said it would file a suit to block Rite Aid's bid for Revco, saying the combined company would dominate the pharmacy business in 16 states and could raise prices to consumers. Rite Aid tried to head off the FTC's objections by offering to sell 340 stores, but this week the FTC said it still planned to press ahead with its suit.

Richard Tomkins, New York

## Chemicals weakness depresses Du Pont

By Tony Jackson

Du Pont, the US chemicals group, reported an 8 per cent fall in first quarter earnings to \$375m, with a cyclical drop in chemicals partly offset by growth in oil, coal and pharmaceuticals.

Earnings per share, boosted by last year's \$0.6m share buy-back, were up 12 per cent at \$1.57.

Total sales of chemicals and specialty products were down 2 per cent at \$6.1bn, with volume down 5 per cent and prices up 3 per cent.

Earnings in the chemicals division were down 13 per cent at \$1.43m, in fibres down 11 per cent at \$1.79m, and in polymers down 15 per cent at \$1.86m.

Mr Jack Krol, chief executive, said he believed the weakness in chemicals in the past three quarters had been a blip in a continuing upward trend. "I hope we've bottomed out in the US, and also in Europe", he said. East Asia was returning to rapid growth, and Latin America had enjoyed a very strong first quarter.

Conoco, Du Pont's oil subsidiary, increased its earnings 21 per cent to \$214m on sales up 8 per cent at \$4.75bn. Upstream earnings rose 18 per cent to \$191m, while downstream earnings, helped by higher refining margins, rose 53 per cent to \$23m.

Mr Krol, who took over as chief executive at the start of this year, said Du Pont aimed at future revenue growth of between 8 per cent and 8 per cent a year, while earnings, helped by higher productivity, should rise 10 per cent.

Over the next five years, he expected annual growth in chemicals of 20 per cent in the Asia-Pacific region and 15 per cent in South America. "In Europe, which is a mature economy, we should continue at around 10 per cent," he said.

In the US, which still accounts for more than half of Du Pont's chemicals sales, growth was running at only 2 per cent to 3 per cent. "We've already got high market share, so that's not an avenue," Mr Krol said.

"We have two levers [for growth] - getting more products out of our R&D, and exporting more."

## Lucent deficit at low end of forecasts

By Tony Jackson in New York

Lucent Technologies, the telephone equipment company spun off from AT&T this month in Wall Street's biggest public offering, incurred a net loss in its debut first quarter of \$103m, or \$0.16 per share. This was at the low end of the \$100m-\$140m loss forecast by the company.

Lucent said the deficit was partly seasonal. Last year it made 85 per cent of its profit in the final quarter, with a loss of \$22m in the first quarter.

About half the \$35m extra loss this time came from the costs of launching the new company.

Group revenues rose 10 per cent to \$1.6bn with a strong performance in network sales and microelectronics offset by flat sales of business systems and a sharp drop in consumer products.

There was a group operating loss before interest charges of \$100m, compared with a \$23m profit in the comparable period.

Sales of network systems to other telephone companies rose 17 per cent to \$2.4bn, with domestic sales up 12 per cent and international sales ahead 82 per cent.

Lucent said there had been a marked change in attitude among US local phone compa-

nies, the so-called "Baby Bells", after the demerger.

A central reason for the demerger was reluctance by the Baby Bells to be supplied with equipment by AT&T, which is a direct competitor under the newly liberalised US phone regime. Lucent said: "Our customers here, without exception, have responded favourably to the demerger. They are now inviting our sales teams to work with them on some key initiatives."

Sales of phone systems to business customers rose only 2 per cent to \$1.1bn. US revenues were up slightly, while international sales grew 7 per cent, led

## Lockheed Martin ahead 10% despite decline in sales

By Christopher Parkin  
in Los Angeles

Earnings at Lockheed Martin, which claims to be the biggest defence and aeronautics group in the US, rose 10 per cent to \$272m before extraordinary items in the first quarter, despite a dip in sales.

Net income for 1995 of \$1.87bn included a pre-tax charge of \$185m associated with the previous acquisition of Martin Marietta, one of the earlier moves in the continuing consolidation of the US defence industry.

Lockheed, maker of the F-16 fighter, also booked \$7m in new orders in the first quarter, boosting its manufacturing backlog to \$2.6bn, according to statements issued yesterday.

The company, which is in the process of completing the acquisition of Loral's defence electronics and systems integration operations, said the decline of 9.6 per cent in revenues, to \$5bn, in the quarter was largely a result of the timing of aircraft deliveries and commercial space launches.

The group, which closed its \$6bn tender offer for the Loral division on Tuesday, said annualised sales would rise to \$30bn on completion, and the acquisition would increase its order book to \$47bn.

The recent restructuring of the US defence industry has sparked controversy as competition has sharpened.

Responding to threats that McDonnell Douglas might boycott certain products from the Lockheed-Loral alliance, Mr Augustine said "blacklists" were against the interests of the industry as a whole.



## SIEMENS

Berlin and Munich  
(Securities Code 723 600)

## Notice on the Redenomination of the Share Capital and on the Adjustment of the Stock Exchange Quotation

The Ordinary General Meeting of our company on February 22, 1996 resolved, inter alia, to re-denominate the entire share capital, previously denominated in shares of par value DM 50 each, into shares of par value DM 5 each. The amendment to the Articles of Association was registered on April 15, 1996 in the Commercial Register at the District Court of Berlin and on April 18, 1996 in the Commercial Register at the District Court of Munich.

As a consequence of the re-denomination of the share capital the stock exchange quotation of the ordinary shares will have to be adjusted. The official quotation of the ordinary shares of Siemens AG (securities code 723 600) will be adjusted effective May 2, 1996 from the present unit of DM 50 = 1 share to the new unit DM 5 = 1 share. Continuous trading in Siemens shares will take place as from that date in lots of 100 shares at DM 5.

Parallel to this, depository banks will convert safe custody holdings of shares of Siemens AG as at the evening of the last trading day before May 2, 1996 at 10 for 1, i.e. one share of DM 50 will become 10 shares of DM 5 each. There will be no change in a shareholder's respective participation in the share capital of Siemens AG. The conversion of the safe custody accounts is free of charge for shareholders.

Warrants on the 5% U.S. dollar bonds with warrants of 1992/2002 of Siemens Capital Corporation, Wilmington, U.S.A., are not affected by the adjustment of the share quotation, as the total nominal amount of Siemens shares for which the respective unchanged option price has to be paid will remain constant. From May 2, 1996, therefore, ten Siemens ordinary shares of par value DM 5 each will be issued in place of one Siemens ordinary share of par value DM 50 upon exercise of the option right and payment of the option price, or a corresponding multiple thereof if the warrants issued entitle holders to buy more than one share.

Former shareholders of Siemens Nordrhein-Informationssysteme AG (SNI) who have not yet submitted their SNI shares for payment of the compensation - due pursuant to the integration of SNI into Siemens AG in 1992 - will receive as compensation for six SNI shares of par value DM 50 each ten Siemens ordinary shares of par value DM 5 each instead of one Siemens ordinary share of par value DM 50.

The printing of new share certificates has been initiated. As soon as the new certificates are available - probably not before August 1996 - shareholders will be requested in a separate notice to exchange their old and no longer correct share certificates. Until that time, the present share certificates will remain good delivery at the stock exchange. The delivery of individual certificates for shares of par value DM 5 will not be possible until the new certificates are available. Stock exchange transactions for between one and nine shares can, therefore, be fulfilled only by credits and debits to security deposit accounts.

Berlin/Munich, April 1996  
Siemens Aktiengesellschaft

## COMPANIES AND FINANCE: ASIA-PACIFIC

## Debt costs and sales slide hit San Miguel

By Edward Luce in Manila

Soaring debt costs and falling beer sales led to a 35 per cent fall in net profits for San Miguel, the Philippines' largest beer and consumer goods company, to 735m pesos (\$27.7m) in the first quarter of 1996.

The company, which has seen its share value fall 20 per cent this year on expectations of poor results, said interest charges — mainly from loans to fund a 40bn pesos overseas expansion drive — rose 173 per cent in the first quarter to 67m pesos. Interest payments are expected to more than double this year to 2.5bn pesos.

"Whatever way you look at it, these results are very bad," said Mr Alex Pomento, chief researcher at ING Barings in Manila. "Arguably, the company has over-extended itself overseas on investments which will not show any real return for about three years."

San Miguel, whose B shares, which are open to foreign buyers, closed marginally down yesterday at 80 pesos, is also thought to have over-invested

beer market in the wake of a heated corporate battle between San Miguel and Asia Brewery, its main rival.

Asia Brewery, owned by Mr Lucio Tan, a Chinese-Philippines businessman, is alleged to have undercut its brands by switching its costs to "ghost" subsidiaries so that it could pay lower ad valorem taxes.

Mr Soriano also said the group was unable to raise capital through fresh rights issues owing to a long-running legal dispute between San Miguel and Mr Eduardo Conjuangco, former chairman, who is claiming about 50 per cent of San Miguel's shares. This had raised the cost of capital for San Miguel, which had been forced to tap the more expensive debt markets to raise capital, Mr Soriano said.

Analysts say the company's 1996 earnings growth is likely to be flat or negative. The long-term outlook, however, is more promising because of the potential of its recently-acquired bottling and brewing concern in China, Vietnam, India and Indonesia.



Source: Datstream

Andres Soriano III: called for level playing field in beer market

## Merged Japanese bank boosts estimates

By Gerard Baker in Tokyo

Bank of Tokyo-Mitsubishi, the world's largest bank, said yesterday it had increased profit estimates for the two separate pre-merger companies for the year to the end of March.

The bank was formed on April 1 by a merger between Mitsubishi Bank and Bank of Tokyo, whose last full business results as independent companies will be published in full next month.

Bank of Tokyo's recurring profit — before tax and extraordinary items — for the year is now estimated at 950bn (850bn), against a forecast of 930bn made last November. Mitsubishi recorded a recurring profit of about 110bn, compared with a 70bn forecast last autumn. The improvement stemmed from lower interest rates and a more favourable bond trading environment.

Bank of Tokyo said it would write off bad loans worth about 200bn, while Mitsubishi's write-off would be about 340bn.

Losses on loans to failed housing loan companies would be written off to a total of 100bn and 95bn, respectively. The banks were not, however, exercising their option to make the write-offs

since last September.

While Sony has enjoyed strong demand for its portable MiniDiscs, it indicated that the home audio market in Japan was mainly a replacement market and not strong enough to support continued output from

two facilities. Furthermore, the Gunma factory generates two-thirds of its sales from exports. The two facilities which make home audio equipment in Japan together saw profits decline from a peak of 100bn in 1991 to 30bn last year.

Sony has no plans yet for the factory that is to be closed but says it will be able to save 700m in fixed costs by the closure. The company has been reviewing its global manufacturing strategy and aims to reduce its export ratio from 67 per cent last year to 50 per cent in the current financial year.

As a result, production of audio equipment in Japan has nearly halved — from 1.650bn in 1991 to 850bn (\$6.05bn) last year — according to the Electronics Industry Association in Japan. Meanwhile, imports of audio equipment have surged

## NEWS DIGEST

## Ranbaxy disappoints despite 22% rise

Strong export growth pushed net profits at Ranbaxy Laboratories, India's second biggest pharmaceutical company, up 22 per cent for the year ending March 31 to Rs1.35bn (\$32.5m) on a 23 per cent rise in sales to Rs8.7bn. The growth for the year undershot market expectations of a rise exceeding 30 per cent. However, the company said it expected last year's 30 per cent investments and acquisitions substantially to raise export growth.

The company said exports rose from Rs3bn to Rs4bn during the year, consolidating Ranbaxy's position as India's leading pharmaceutical exporter. Exports were 46 per cent of total turnover, up from 42 per cent a year earlier, with sales growing in its Chinese, UK, Italian, Russian and US markets.

Ranbaxy produces a range of antibiotics, anti-ulcer and anti-bacterial drugs, with its top three drugs, Rosicillin, Cifran and Sparidex among India's top 10 selling pharmaceutical brands. The company, second only to the UK's Glaxo-Wellcome in the Indian market, last year entered two joint ventures with Eli Lilly, the US pharmaceuticals group — with a total joint investment of \$45m — to market Ranbaxy products in the US and to research and develop new generic drugs in India. The company said the marketing venture should begin operations by the end of this year, while construction work has begun at Mohali, in Punjab state, on the Lilly-Ranbaxy research centre.

Mark Nicholson, New Delhi

## Cement sales lift Birla Jute

Birla Jute & Industries, one of India's larger cement and jute groups, lifted earnings 52 per cent to Rs44m (\$1.2m) in the year ended March 31. The increase was attributed to strong growth in cement sales. Pre-tax profits were up 118 per cent to Rs25m but provisions for tax rose from Rs25m for 1994-95 to Rs26m but provisions for tax rose from Rs25m for 1994-95 to Rs26m.

The company recorded a 20 per cent growth in total income to Rs11bn. Even though the earnings per share rose sharply to Rs14.32 from Rs8.42, the board decided to maintain the dividend at 35 per cent which would claim Rs107m. Export income was up 10 per cent to Rs1.0bn.

Mr A.L. Kapur, chief executive officer, said cement sales of Rs7.5bn accounted for 73 per cent of the turnover. The company's jute business, however, faced difficulties because of the "exorbitant raw material prices and a sharp increase in the wage bill as a result of a strike settlement".

Birla Jute is awaiting environmental clearance for the construction of two 1.2m tonne capacity cement plants at Satna in Madhya Pradesh and Chitor in Rajasthan at a cost of Rs75m. The two new plants will raise the company's cement capacity to 5.9m tonnes.

Kunal Basu, Calcutta

## Chinese securities houses merge

China's largest securities trading house has been formed from the merger of Shanghai Shenyin Securities and Shanghai International Securities. The institution will be known as Shanghai Shenyin International Securities Co and will be expected to compete with international brokerages which are establishing a firmer foothold in China.

The merger follows the virtual collapse of Shanghai International Securities, which founded after disastrous losses in a bond futures trading scandal in February 1995. Shenyin International said: "The original companies are dissolved and all their debts and assets are borne by the new company." No details were provided of how Shanghai International's losses from bond futures trading were amortised.

Terry Walker, Beijing

## Philex plans goldmining spin-off

Philex Mining, the Philippines' largest domestic mining company, is to spin off its gold operations into a separate company and list them abroad in an initial public offering later this year. Mr Jerry Brimo, chairman of Philex, said yesterday that the operation would be the first time a Philippine mining company had been exclusively listed abroad.

The listing, which would net the company a minimum of US\$300m assuming gold prices of US\$1,500 per oz, would probably be held in Toronto or Vancouver. Mr Brimo said, although final details had not been worked out.

The spin-off subsidiary, which is expected to be approved at the stockholders' meeting in mid-May, would include the company's Bulawan gold mine in Negros Occidental (central Philippines), its Sibutad gold venture in Zamboanga, southern Philippines, and proceeds from various gold claims in Luzon and the south. The company would have an output of about 20,000 oz of gold per annum.

Edward Luce, Manila

## Philippines tyremaker to sell up

Tyre maker Sime Darby Philippines, which has long been beset by labour problems, said yesterday it would sell its assets to rival company Goodyear Philippines. No financial details were revealed.

The Sime Darby Philippines president, Mr Sean Kelly, said the company would terminate its manufacturing operations and venture into other business: "most probably in real estate, construction and housing development". It decided to halt tyre manufacturing after management and workers failed to conclude a collective bargaining agreement.

Reuter, Manila

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Utendahl Capital Partners, L.P.

By Marianne Saragosa

in Jakarta

Bank Niaga and Bank Tbk, two private Indonesian banks, reported net profit in 1995 increased by 53 per cent and 75 per cent, respectively, on the year before, reflecting growth in loan portfolio of about 30 per cent in each case.

However, analysts predicted earnings growth at this level would not be repeated this year, after the central bank's moves in January by the central bank, Bank Indonesia, to

raise interest rates. The interest rate has been fixed at 6.6975%.

JUL 15/96

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## COMPANIES AND FINANCE: UK

BankWest contributes £20m for three months

## Bank of Scotland rises 21%

By George Graham,  
Banking Correspondent

Bank of Scotland, the Edinburgh-based clearing bank, aims to build on its expanding presence in Australia and New Zealand to "open a gateway" to the Asia-Pacific region.

Sir Bruce Pattullo, governor and group chief executive, said the £26m acquisition of a 51 per cent stake in Bank of Western Australia, coupled with existing operations in Australia and Countrywide Bank in New Zealand, left the group with 19 per cent of its assets in the region.

It also tried to negotiate a merger of Countrywide and Trust Bank of New Zealand, but lost out to Westpac of Australia, which won the auction this month with an offer worth

NZ\$1.27bn.

"We don't get into hostile situations and we'll never put top dollar on the table," he said.

The expanded international operations have prompted Sir Bruce, who has since 1991 combined the roles of governor and group chief executive, to hand over the second role to Mr Peter Burt, chief general manager of the parent clearing bank.

"We need a little bit more flexibility on who does what," Sir Bruce said.

Profits were boosted by £60.6m of non-recurring gains, including profits on the sale of stakes in Halifax Credit Card

and Dunedin Fund Managers, but the group called the rise in operating and pre-tax profits "excellent".

Earnings per share rose 16 per cent to 25.8p, and the board proposed an 18 per cent increase in the dividend to 6.85p.

Anxiety over a sharp rise in its cost/income ratio knocked the bank's shares yesterday. They fell 8p to 25.1p.

Administrative expenses rose 19 per cent to £713.1m, as the bank invested heavily in computer systems, branch refurbishment and an expansion of NWS Bank, its finance house subsidiary.

## RESULTS

	Turnover (£m)	Pre-tax profit (£m)	EPS (p)	Current payment (p)	Date of payment	Dividends Corresponding dividend	Total for year	Total last year
Bank of Scotland	Yr to Feb 29	- (-)	545.0 (449.7)	25.8 (22.3)	June 21	3.89	6.85	5.82
Bentalls	Yr to Jan 27	86 (84.4)	1.20 (2.59)	1.74 (0.73)	June 10	1.55	2.22	2.16
Denora	Yr to Dec 31	33.8 (26.1)	3.11 (2.12)	10.1 (6.1)	4.1	3.7	4.1	3.7
Easex Furniture S	18 mths to Dec 31	44.3 (17.7)	1.19 (1.41)	8.46 (6.05)	2.1	June 24	2.5	6.4
Helical Bar	Yr to Jan 31	65.9 (50.5)	9.2 (8.18)	29.8 (28.8)	4.4	-	3.75	7.3
JBL Sports	Yr to Jan 31	89.6 (61.3)	12.8 (7.58)	27.74 (18.75)	5	July 3	2	8.75
Preston North End F	6 mths to Dec 31	1.29 (0.92)	0.03 (0.217)	- (-)	-	-	-	3.22
Reed	Yr to Dec 31	100.2 (88.7)	1.59 (1.41)	8.1 (7.8)	4	Dec 4	8	4
SSCU	Yr to Jan 31	84.7 (61.8)	7.02 (6.06)	37.8 (33.03)	12.5	July 1	9.5	16
Investment Trusts								12.5
Attributable NAV (p)								
Investors Capital	5 mths to Mar 31	160.8 (152.88)	6.81 (7.21)	2.8 (2.9)	1.35	June 10	1.225	-
Shares Smaller	3 mths to Mar 31	170.8 (154.98)	0.184 (0.191)	1 (0.99)	1.325	June 28	1.25	-
								5.7

Earnings shown basic. Dividends shown net. Figures in brackets are for corresponding period. \*After exceptional charge. \*\*After exceptional credit. †On increased capital. SUSD stock. ♦Aim stock. #At September 30. ♠Second interim; makes 2.7p to date. \*#At December 31.



Sir Bruce Pattullo: seeking a gateway to Asia Pacific region through Australia and New Zealand

Wienerberger fades from Redland bricks sale

By Andrew Taylor in London and Eric Frey in Vienna

Wienerberger, the Austrian building materials group, yesterday appeared to have ruled itself out as a purchaser of Redland's UK brick interests after announcing a large Belgian acquisition.

The merger of Koralic's Belgian-based brick interests with Wienerberger will create one of the world's largest brick manufacturing businesses.

Wienerberger said last night it was still bidding for Redland's UK brick interests, but thought it was unlikely to succeed.

Redland had previously sold its 35 per cent stake in Tercia, its Belgian-based brick interests, to Koralic, its joint venture partner, for £71m.

Koralic has now sold its brick interests, which include plants in Belgium, the Netherlands, France and Germany, for a 20 per cent interest in the Austrian group, which has a market capitalisation of about Schfl14.9bn. The stake is raised to 25.1 per cent through a separate deal with Creditanstalt-Bankverein, Wienerberger's largest shareholder.

## Boral sells UK plant for £24m

By Andrew Taylor in London and Nick Tait in Sydney

The market for concrete blocks has been difficult over the past 12 months but is expected to pick up following a revival in new house sales in the first four months of this year and an increase in commercial development.

Boral said that its UK subsidiary unit, was a standalone operation and separate from its core European activities of clay bricks and tiles. Earlier this year it announced the sale of other quarry, sand and gravel interests in Germany, although the deal is still waiting approval from the German anti-trust authorities. And it intends selling Calcit, its remaining quarry in Germany.

## DIGEST

## Amersham raises stake in Nihon

Amersham International, the health sciences group, is to increase its stake in Nihon Medi-Physics, its radiopharmaceutical joint venture with Sumitomo Chemical, Japan's largest chemical producer. Amersham, which bought 20 per cent of NMP in December 1994 for Y8.52bn is raising its holding to 80 per cent in exchange for Y8.29bn cash and the transfer of its Japanese healthcare business to NMP.

Following the transaction, Amersham will have about 30 per cent of the world nuclear medicine market, nearly double that of its nearest competitor and will command more than 80 per cent of the Japanese market.

When Amersham bought its initial NMP stake it was granted the option to buy a further 30 per cent within two to five years, but it was not eligible to raise its holding until December of this year. However, Mr Bill Castell, chief executive, said the group would complete the deal in October. "We are moving to 80 per cent a couple months earlier than was in the option because we came to financial agreements on the valuation of the two businesses," he said. *Monika Rich*

## BET and Rentokil trade insults

BET and Rentokil yesterday traded insults in a last-ditch attempt to sway shareholders before the £2.1bn (\$3.17bn) takeover battle closes on Friday.

BET, the target company, claimed that Rentokil, the rival business services group, could have a "dreadful" balance sheet if the bid were to go through, with a negative net worth of £229m and net debts of over £778m.

Rentokil hit back saying that BET had provided no details about its plans for the cleaning, catering and personnel businesses which accounted for one-third of the group's turnover and half its staff. *Goff Dyer*

## Framlington's emerging push

Framlington, the UK fund management company owned by CCF of France, is continuing its push into emerging markets with a new mandate from the European Bank for Reconstruction and Development. The EBRD, the international financial institution designed to promote the private sector in eastern Europe, has chosen it to manage a £23m (\$50m) fund to invest in Slovakian privatisations.

## C&amp;W man for Littlewoods

Mr James Ross, the former chief executive of Cable and Wireless, has been nominated as chairman of Littlewoods, the family-owned retailer, mail order and football pools group.

Mr Ross, 57, and Lord Young, C&W's chairman, left the telecommunications company last November after a personality clash and power struggle between the two derailed the company. *Roderick Oram*

## LEX COMMENT

## Bank of Scotland

The market's punishment of Bank of Scotland for an uncharacteristic departure from its cheese-paring ways looks like a mistake. Its share price fell yesterday, when the group reported a rise in its cost to income ratio of just over two percentage points to 52 per cent last year. True, other banks are cutting costs and returning money to shareholders through share buy-backs or rapidly increasing dividends. But Bank of Scotland's cost ratio is still considerably lower than most, and its pre-tax return on equity of more than 36 per cent should give investors some confidence that management is using capital wisely. And though the rise in costs is partly due to investment in computers and branch refurbishment, which will provide little obvious boost to income, the bank has at least a clear idea of how to grow its business. It is also investing in the expansion of its highly successful finance house, NWS Bank.

Without share buy-backs, investors will want to see those investments translate into higher profits. Given the pace of 5 per cent is disappointing. Still, worries that the bank is not generating enough capital to support the risks it is assuming look overdone. At 6.1 per cent, its tier one capital ratio is lower than most of its peers. But the type of risk matters more than the crude statistic, and the quality of the bank's lending appears solid enough. Provided it has sufficient capital to accommodate further asset growth as the economy picks up, multiple for the sector, still look like an attractive alternative to the cost-cutters.

FINANCIAL NEWS  
FROM BANK OF SCOTLAND

# Bank of Scotland Annual Results

	1996	1995
TOTAL PROFIT FROM GROUP OPERATIONS BEFORE PROVISIONS	£706.4m	£650.0m
PROFIT BEFORE TAXATION	£545.0m	£449.7m
TOTAL CAPITAL RESOURCES	£3,533m	£2,731m
TOTAL ASSETS	£44,099m	£34,104m
EARNINGS PER ORDINARY STOCK UNIT	25.8p	22.3p
DIVIDEND PER ORDINARY STOCK UNIT	6.85p	5.82p

- Total profit from Group operations before provisions a record £706.4 million
- Profit before taxation up 21 per cent on 1995
- Dividend increased by 17.7 per cent
- Cost : Income ratio 52.1 per cent



For a copy of the Bank's Annual Report contact the Marketing Services and Public Relations Department, Bank of Scotland, 121 Grassmarket, Edinburgh EH1 2JF.

Urge 150

## DTI BLOCKS POWER BIDS

Ian Lang, trade and industry secretary, says electricity takeovers would be "detrimental to competition"

## Recs 'left exposed to overseas raids'

By Patrick Harverson and David Wighton

The rejection of National Power's bid for Southern Electricity and of PowerGen's bid for Midlands Electricity will not stop the banks on the consolidation of the UK electricity industry.

That was the message from City analysts yesterday, who argued that Mr Ian Lang's decision to block attempts to vertically integrate a large chunk of the industry might even have the opposite effect and accelerate the process.

They believed the blocking of the two bids by the trade and industry secretary could encourage continental European and US utility groups to invest in and buy the six independent regional electricity companies (recs). They also said that it exposes the generators to takeovers by foreign buyers.

"This leaves the entire sector far more vulnerable to overseas bids," said one analyst. "Lang says he is not in principle against vertical integration, but these vertical integrations, any vertical integration that's not an English vertical integration seems to be unacceptable."

The chief executive of one of the remaining independent recs agreed. "I don't think this changes the position of the independent recs in terms of takeovers one iota," he said. "The only difference now is there are two more in the pool."

Aside from the six independent English recs - Southern, Midlands, Northern, East Midlands, Yorkshire and London - the three integrated power companies outside England (Northern Ireland Electricity, Scottish Power and Scottish Hydro) are also vulnerable to takeovers. However, the regulators' price review of Northern Ireland Electricity, due this summer, could put off potential buyers - and Scottish Power may prove too big for all

but the largest predators to swallow.

In spite of Mr Lang's move the City still believes that the bigger overseas utility companies will soon be falling over themselves to buy an English generator or a rec. In the US, more than half-a-dozen utilities are viewed as likely candidates to establish a presence in the UK electricity market. They include Southern Company, Houston Industries, Mission Energy, Duke Power, Florida Power & Light, General Public Utilities and Pacific Gas & Electric.

The US groups operate under extremely tight regulatory regimes at home, and are under shareholder pressure to invest abroad. With access to cash and cheap financing they have the means to do it, and in the UK they see an industry in the throes of consolidation that is relatively lightly regulated, and a country where acquisitions can be made in a low-risk environment. In this context, the investment rationale of a US group buying a rec or even a generator look compelling.

In continental Europe, the case for buying into the UK is less persuasive, but several large players are believed to be keen to enter the fray.

The first move from an overseas buyer could come from Southern Company, the Atlanta-based utility which last week revealed that it wanted to open merger talks with National Power. At the time the group made it clear that it did not want National Power to acquire Southern, Midlands, Northern, East Midlands, Yorkshire and London - the three integrated power companies outside England (Northern Ireland Electricity, Scottish Power and Scottish Hydro) are also vulnerable to takeovers. However, the regulators' price review of Northern Ireland Electricity, due this summer, could put off potential buyers - and Scottish Power may prove too big for all

Mergers Commission on the grounds that any acquisition of a UK generator would represent the type of vertical integration rejected by Mr Lang.

Instead, Southern might decide to develop generating capacity in the UK by other means, either through a deal to lease or buy some of the plants owned by existing generators, a tie-up with the integrated Scottish groups or the building of its own generating plant.

For National Power, the only certainty now is that it cannot buy a rec. Even if it is left alone by Southern of the US the generator will remain exposed to another foreign bid.

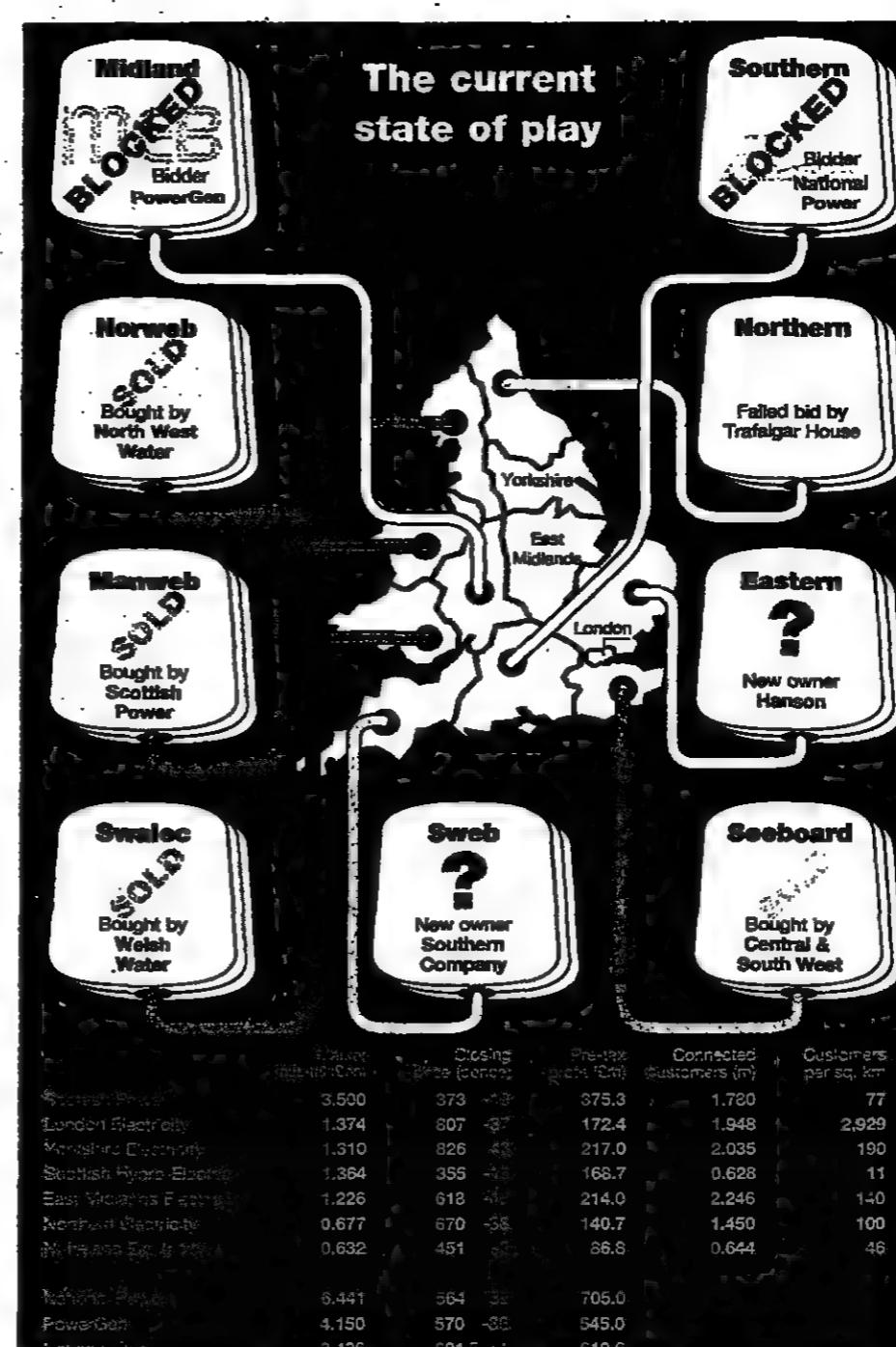
Barring a foreign takeover, National Power plans to pursue its three-pronged strategy of developing a supply business through other routes such as joint ventures or contractual arrangements with recs, returning value to shareholders through a special dividend or a buyback, and expanding its international operations.

PowerGen was putting on a brave face in public yesterday.

But there is no doubt that the blocking of its bid for Midlands Electricity is a serious blow. That was clearly reflected in the share price which fell 30p to 570p yesterday in spite of the belief that PowerGen will use some of its spare cash on a share buy-back. Most analysts believed it unlikely that PowerGen itself would receive a bid if foreign takeovers fail to materialise, the outlook for the generators is not encouraging.

PowerGen and National Power are facing a significant downturn in profits in the next couple of years. Mr John Reynolds, electricity analyst at James Capel, forecasts they could suffer a drop of between 20 per cent and 30 per cent as a result of the changes in the electricity market in 1998.

One of the most intriguing aspects of Mr Lang's decision is the implications that it has for Hanson's Eastern subsidiary. Last week, Eastern



agreed to lease three power stations from National Power for payments estimated at £1.7m over 10 years. This follows a similar deal involving two of PowerGen's stations.

The disposals were made at the behest of Professor Stephen Littlechild, the industry regulator, who was concerned to reduce the dominance of National Power and PowerGen in setting the wholesale electricity price.

Prof Littlechild yesterday appeared to give his blessing to the deal - but City analysts said that this appeared inconsistent with the blocking of the bids. On their figures, Eastern

## Decision will fuel call for MMC reform

By Stefan Wagstyl, Industrial Editor

It is not unprecedented for the government to reject the advice of the Monopolies and Mergers Commission, its competition policy arbiter. But it is rare for it to do so in such an important case.

The decision made by Mr Ian Lang, the trade and industry secretary, will fuel demands for the reform of competition policy, including the MMC's role. As one former competition policy official said last night: "This is a bad blow to the MMC. It shows how urgently we need to reform the structure of our competition policy."

The MMC declined to comment. But it is expected to take the view that far from demonstrating shortcomings in competition policy, the decision proves that it works. "The issues were fully debated and discussed," said an official familiar with the MMC's role. "That is what is supposed to happen."

Nevertheless, Mr Lang's announcement comes at an awkward time, because the government is in the middle of a consultation programme on competition policy, having set out its agenda for possible reforms in a green paper last month.

These proposals, which concentrate on cartels and have little to say on mergers or anti-competitive practices, have been attacked as too modest by critics, including the Consumers' Association - the independent watchdog - many competition lawyers, and the Labour party.

In particular these critics believe the government is wrong to leave intact the current three-way division of responsibility for competition policy between the Office of Fair Trading, which investigates possible abuses, the

MMC, which does in-depth investigations, and the government, which has the final say.

Yesterday's decision raises three principal concerns.

First, it is seen as ironic that in blocking the bids, the government has put a higher priority on competition issues than its competition watchdog. The law charges the MMC with judging issues in accordance with "the public interest" - a very broad definition. In the mid-1980s, this was narrowly defined in the so-called "Tebbit doctrine" - by the then Mr Norman Tebbit, the trade and industry secretary. He said the MMC should focus on competition issues.

But it is undermined by the Conservative government's wish to promote national champions - a consideration covered by the MMC in yesterday's report. Critics of the current regime say it should be for the government to consider such wider issues, not the MMC. "Perhaps we need a restatement of the Tebbit doctrine," said a competition lawyer.

Secondly, the government's critics - including the Labour party - accused ministers of inconsistency in assessing utility mergers. They pointed out that last year's takeovers of Manweb by Scottish Hydro and of Norweb by North West Water, raised similar competition issues. But the government declined to refer either to the MMC. The Consumers' Association, among others, said yesterday that clearer guidelines would eliminate such inconsistencies.

Finally, there were renewed demands for reform of the MMC's structure. One competition lawyer said the MMC had too many members, no guidelines and was not bound by precedent. So it was prone to taking too broad a view of its responsibilities.

## Lang makes his mark as king of competition and the consumer

By Robert Peston, Political Editor

The president is dead; long live the president. Any suggestion that Mr Ian Lang, the trade and industry secretary - or the president of the board of trade, to accord him his full pomp and title - may be a dapper imitation of his predecessor, Mr Michael Heseltine, was yesterday utterly dispelled.

His decision to block the bids by National Power and PowerGen runs counter to the philosophy introduced to the Department of Trade and Industry by Mr Heseltine. "I have no doubt that Hezza would have allowed the bids to proceed," said a senior government minister.

Mr Lang, the most urbane and punctilious cabinet member, agonised about the decision up to the last moment. "It was very finely balanced," said one of his colleagues. "For a while I was sure it would go the other way."

Mr Lang has now made his mergers and acquisitions priorities absolutely clear. "At last we have a coherent policy," said a minister. "Lang has made it clear he is in favour of competition and the consumer. Frankly, when Heseltine was doing the job, our approach was far less comprehensible."

Mr Heseltine, in his three years doing the ministerial job he loved more than any other, significantly amended the Thatcherite competition agenda of the 1980s.

He paid lip service to the notion that takeovers should not proceed if they had a deleterious effect on domestic competition - but he also championed the notion that the government should not stand in the way of the creation of giant companies, able to compete more effectively on the global stage.

The classic example of this approach was his decision in the middle of last year to allow GEC to buy VSEL, the shipbuilder - even though the Monopolies and Mergers Commission recommended that the deal should not proceed.

Yesterday Mr Lang did precisely the reverse. The MMC said that the PowerGen and National Power takeovers should be allowed to go ahead, but Mr Lang overruled it.

It was an immensely difficult decision for him. To save him embarrassment, his colleagues



Tough decision: colleagues say Ian Lang agonised about the bids

were all stressing in the run-up to the announcement that he was acting in a "quasi judicial" capacity. He was, they said, acting on the basis of some rather nebulous case law and that politics would not enter into the matter.

But the political pressures were immense, following the leak a fortnight ago of the MMC's recommendation. Tory free-market rightwingers, led by Mr Norman Lamont, the former chancellor, were urging him to block the deals.

Yesterday, euphoric at the announcement, Mr Lamont congratulated Mr Lang. "This is excellent news for electricity users and the government's privatisation programme."

Mr Lamont, who wrote to Mr Lang earlier this week arguing against the takeovers in the strongest possible terms, may have had an influence. "Thank God for Norman's intervention," said an influential member of the government.

However, other Tories had lobbied Mr Lang to back the MMC. Sir Michael Grylls, a Tory backbencher, wrote say-

ing that "if these mergers create UK energy groups, fully open to the forces of competition in their domestic market, but better able to compete worldwide, then that must be good news for UK PLC".

In the background, Labour kept its powder dry - although Mr Gordon Brown, the shadow chancellor, urged that it should strongly object to the takeovers. Had the deals gone through, it was planning to force a vote on the issue - which could well have embarrassed the government, with its slim majority.

Yesterday, Mr Lang refused to be interviewed about his decision, saying it would not be proper as he had been acting in a "judicial" capacity.

Mr Lang's written statement made it clear that he was not opposed in principle to vertical integration in the electricity industry, or distribution companies being owned by generators. However, there would be "significant detriments to competition" if the takeovers went ahead "in the current state of the market". He was supported

by views from the Office of Fair Trading, the competition watchdog, and the Office of Electricity Regulation.

A close colleague of Mr Lang yesterday said that the MMC's analysis had been "accepted", but not its conclusion. What he was referring to was the MMC's preliminary conclusion that the deals "may be expected to operate against the public interest".

However, the MMC also said that this damage to the public interest would be eliminated if certain minor conditions were imposed on PowerGen and National Power, forcing them to dispose of certain power station interests and amending licences to facilitate regulation.

"We felt it was dangerous to go down that route," said a minister. "We were less convinced than the MMC about the health of the market."

This is not the first time that Mr Lang has shown a reluctance to embrace Mr Heseltine's agenda in full. In March, he wrote to the deputy prime minister expressing grave reservations about the latter's plans to deprive up to 8m workers in small businesses of legal protection against unfair dismissal. Earlier this year he retreated from Mr Heseltine's plans to privatise much of the administrative work in processing company insolvencies.

As a result, colleagues have noted tension entering their relationship. "They are not on the best of terms," said one.

The unanswered question is whether Mr Lang has, by blocking the takeovers, merely jumped from one political minefield to another. It may open the door to a bid for National Power from the US electricity company, the Southern Company.

However, Mr Lang is no more politically naive than his sophisticated predecessor. One of his advisers pointed out yesterday that the government controls a golden share in National Power and PowerGen, limiting any individual investor in these companies to a holding no greater than 15 per cent.

"We would not hesitate to enforce our golden share powers if there was an unwelcome bid," he said. If that prevents Southern bidding for National Power, Mr Lang can sit in his presidential suite in peace.

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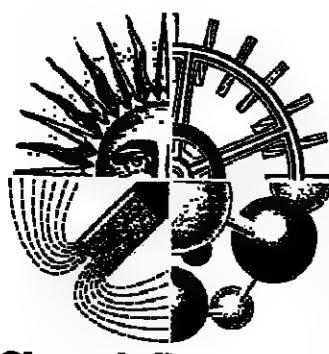
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FINANCIAL TIMES

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## Worth Watching · Vanessa Houlder



## Chernobyl's long-term effects

Genetic mutations have occurred twice as often in children of families exposed to the radioactive fallout from the 1986 Chernobyl accident, as elsewhere.

This finding, reported in today's *Nature*, may help focus attention on the long-term genetic consequences of the disaster, which has its 10th anniversary tomorrow.

Although the Chernobyl disaster has been linked with thyroid cancer in children, little has been known about the long-term health effects.

Scientists at the Russian Academy of Sciences, the University of Leicester and the Research Institute for Radiation Medicine in Minsk studied people in Belarus, a few hundred kilometres from the disaster site.

*University of Leicester: tel. (0116) 262 3143; fax (0116) 253 3372.*

## Early warning for motorway drivers

A low-cost warning system that will inform motorway drivers of accidents, delays and visibility problems has been designed by a consortium of US electronics companies and Georgia Tech.

The transmission and messaging systems send a wide range of emergency warnings to motorists using advanced radar detectors that can be read on a liquid crystal display.

Transmitters would be placed on police and other emergency vehicles, bridges and signs.

*Georgia Institute of Technology: US, tel 404 894 5444; fax 404 894 6963.*

## Satellite navigation for the blind

Trials are about to begin on a satellite navigation system designed to help blind people find

their way around cities.

The EU-funded system consists of a portable computer, which contains electronic ordinance survey maps of the area, a speech synthesiser and a satellite navigation system.

The computer uses information from the satellite to plot the route spoken instructions are transmitted via a small earphone.

The Mobic consortium includes UK, German and Swedish universities, FH Paderborn of Germany, BT Laboratories and the Royal National Institute for the Blind.

*Royal National Institute for the Blind: UK, tel (0171) 388 1266; fax (0171) 388 7747.*

## Clearer sound from lightweight speaker

A lightweight hi-fi speaker has been designed that cuts down sound distortion by creating a virtually uniform magnetic field within the speaker.

The Kenwood Electronics speaker used two powerful, neodymium magnets inside the voice coil instead of the normal ferrite magnet which is usually placed around the voice coil.

The speaker system, originally designed for the McLaren F1 Road Car, weighs up to two thirds less than conventional speakers. The cost of the systems range from £76.95 to £149.95.

*Kenwood Electronics: UK, tel (01233) 516444; fax (01233) 212477.*

## Witchweed meets its poison

Scientists in Israel and Kenya have tripled corn yields on experimental plots by eradicating witchweed. This is a parasitic weed that devastates grain crops at a cost of some \$10m (£6.8m) a year in Kenya alone.

These weeds, which attach themselves to the root of the crop are difficult to deal with because by the time they emerge above the ground they have already drained the crop of nutrients.

The solution, put forward by the Weizmann Institute in Israel, was to choose a crop that is resistant to a certain type of herbicide and soak its seeds in it before planting. The parasitic weeds are killed by absorbing the weed-killer from the crop roots or soil.

*Weizmann Institute of Science: Israel, tel 972 3343882; fax 972 33434104.*

Genes of yeast used in bread and beer hold vital clues about human illness, says Nicki Brimicombe

## Using their loaf

In recent years, numerous experts and officials have said that moderate alcohol consumption is good for health. Now it appears that the yeast used to produce beer and wine may help combat human disease in other ways.

An international group of scientists has just finished identifying the protein-encoding genes belonging to yeast and found many similarities between yeast genes and their human counterparts. The breakthrough was announced at a conference in Brussels yesterday.

The yeast is the first higher (or non-bacterial) organism to be completely decoded, which means that scientists can identify the protein which each gene is responsible for making.

This knowledge will not only help brewers and bread makers, but should help research into human genetic disorders, accelerate drug design and reduce animal testing in medical research.

The completed map of yeast's genetic material (or genome) is the result of a seven-year European Commission-funded project involving more than 100 European laboratories. The only other living things to have been completely decoded are bacteria, which have a very different genetic make-up from that of humans.

In yeast more than half of the 6,100 genes bear a resemblance to human genes. This means that many of the proteins made by yeast are similar to those made by man, and many of a yeast cell's responses will parallel those of a human cell. For these reasons studying yeast will give medical scientists insights into how a new drug might affect a human cell.

"Man has about 10 times more protein-encoding genes than yeast," explains André Goffeau, professor at the Université Catholique de Louvain, in Belgium, who led the study. "The homologies between yeast genes and human genes will help us understand the function of human genes. In the long term it could also reduce the number of animals used

in drug research, because reviewing the effect of a test compound in a yeast cell will give us a good indication of what it will do in a human cell."

The research has implications for the brewing and food industry which can use the information to make fast and accurate improvements in the performance of fermentation yeast.

Several yeast genes also appear to be involved in resistance to antibiotics and by relating this information to bacteria and new drug design scientists may overcome this increasingly common problem.

The next phase of the research will facilitate research into more effective treatments for diseases such as colon cancer, cystic fibrosis, Duchenne muscular dystrophy and early onset breast and ovarian cancer.

In these diseases malfunctioning genes are known to be involved. In most instances a number of genes "gang up" and it is their concerted malfunction which makes a person more likely to develop the illness. For most genetically related diseases, scientists have only identified one or two of the causative genes. They need to know all the genes associated with a disease to develop an effective treatment.

About 60 per cent of yeast's protein-encoding genes are responsible for making proteins of known function, but the role of the remaining decoded proteins is a mystery. The same is true for the human genome: a large proportion of the genes appear to code for proteins which serve no apparent purpose and some of these genes appear to be dormant.

These mystery genes could hold vital clues to many human diseases. Under normal circumstances they may be dormant and not express the proteins for which they code. However, they might be activated if the environmental conditions change or they may act as a back-up which takes on the work of damaged genes. Alternatively, the proteins for which they are responsible could help protect the cell from disease or death. It may be that the malfunction of these mystery or "orphan" genes causes genetically linked diseases.

The EU has just awarded one of its largest single grants of £407.2m (£20.7m) over two years to support a project in which 14 laboratories in 14 European countries will study yeast's orphan genes.

"Each laboratory will be allocated one of the mystery genes and endeavour to find the role of the protein for which they code," says Stephen Oliver, professor at the University of Manchester Institute of Science and Technology (Umis), who is scientific co-ordinator for the project.

"They will systematically remove



Research into yeast offers the prospect of improved fermentation methods in beer production as well as new drug design.

each gene and then grow the damaged yeast in a variety of conditions – in different nutrients, at a range of temperatures – to determine whether the yeast thrives or dies in the absence of the gene. Once the function of the mystery genes has been established, scientists can see whether similar human genes play the same role and determine whether their malfunction could cause disease."

In another project supported by the Wellcome Trust, scientists from Umis and the Institute of Molecular Medicine at the John Radcliffe Hospital in Oxford are developing a minimalist yeast in which all the non-essential, mystery genes are stripped out, leaving a bare genetic necessities.

Each of the remaining genes will then be systematically removed and replaced with copies of human genes, to determine what protein this gene creates and whether it enables the yeast to survive. In the next step, mutated versions of the same human gene will be inserted into yeast to see whether the mutations are susceptible.

In this way the minimalist yeast will help reveal those genes – even the orphan genes – which are vital to the healthy functioning of a cell, which mutations can be supported and which are likely to cause disease or death.

## On the trail of BSE

Evolutionary biology has provided some new clues to one of the mysteries concerning the degenerative brain diseases, Creutzfeldt-Jakob disease and BSE in cattle.

The apparent link between some cases of CJD and BSE in cattle has raised the question of why humans should be particularly susceptible to a brain disease of cattle. There is no evidence of humans being affected by scrapie, which has been endemic in sheep for centuries.

Work published in today's *Nature* may provide an insight into this question by revealing some genetic similarities between certain brain proteins in humans and cattle.

The Medical Research Council funded research by Oxford's Department of Zoology and the NERC Institute of Virology into the evolutionary history of the genes that code for prions, the proteins that when altered in certain ways are responsible for CJD, BSE and scrapie.

The cattle prions were, surprisingly, more closely related to sheep prions than human prions. But the cattle and human prions share two features of their sequence that are not found in sheep prions. These are two "substitutions", where one amino acid in the prion protein has been swapped for another. The odds of the cattle and human protein sharing these substitutions at these precise positions by chance are just 1.2 in 10,000.

This finding is significant because the substitutions occur in a part of the gene thought to be involved in prion diseases. So far, the role of these substitutions can only be guessed at. It could protect the cellular prion protein from being modified by the pathogenic form of the protein alternatively it could make them more susceptible.

For the present, David Krakauer, one of the Oxford researchers, warns against drawing over-hasty conclusions. "All we have done is try to shift the debate from pure speculation to half-truths."

Vanessa Houlder

## Dividend 1995

**ciba**

Basel (Switzerland), 24 April 1996

At the General Meeting of the Company held on 24 April 1996, it was resolved that a dividend for the 1995 trading year be declared as follows:

Gross dividend	Sfr. 20.–
Less 35% Federal Withholding Tax	Sfr. 7.–
Net dividend per share.	Sfr. 13.–

Payment will be made with effect from 29 April 1996

- in respect of Registered Shares sent to the address registered by the holders for this purpose;
- in respect of Bearers Shares against surrender of Coupon No. 4.

Dividends will be paid free of charge at the following banks:

- Swiss Bank Corporation, Basel
- Crédit Suisse, Zurich
- Union Bank of Switzerland, Zurich
- Swiss Volksbank, Berne, or any Swiss branch of these banks
- Bank Sarasin & Co, Basel and Zurich
- Bank Ehinger & Co Ltd, Basel, and
- Messrs Lombard, Odier & Cie, Geneva.

Ciba-Geigy Limited By order of the Board of Directors

## PIRELLI TYRE HOLDING N.V.

Established in Amsterdam

Shareholders are herewith invited to attend the annual

## General Meeting of Shareholders

to be held on Friday 10 May 1996 in the WTC Club, World Trade Center, 1 Strawinskylaan, Amsterdam at 3.00 p.m.

The summary agenda is as follows:

1. Opening
2. Report of the Board of Management for 1995
3. Adoption of the annual accounts for 1995 and allocation of the net result
4. Reappointment of members of the Supervisory Board
5. Announcements, questions, close

The annual report, including the comprehensive agenda for this meeting, and the financial statements for the year 1995 as well as the details with respect to the members of the Supervisory Board to be (re)appointed are available for inspection at and may be obtained free of charge from the Company's office and the principal offices of the below mentioned banks.

Holders of bearer shares who (in person or by proxy) wish to attend the meeting must have lodged their shares not later than Tuesday 7 May 1996 at one of the following banks who will subsequently send them a receipt which will serve as entrance ticket:

- in the Netherlands at MeesPierson N.V., Amsterdam
- in Belgium at Generale Bank, Brussels
- in Germany at Dresdner Bank A.G., Frankfurt a.M.
- in Italy at Credito Italiano, Milan
- in Switzerland at Swiss Bank Corporation, Zurich
- in the United Kingdom at Midland Bank PLC, London

The Board of Management

The Supervisory Board

29 April 1996

627 Strawinskylaan

1077 XX Amsterdam

**PIRELLI**

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\$115.45 for the U.S. \$100,000,000

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will be payable on 24th July 1996

Interest on the principal amount of the Notes will be payable on 24th July 1996

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On the  
trail of  
BSE

## Wheat price surges to new peak in fast trading

By Deborah Hargreaves

The Chicago grains market recorded another record high yesterday when the wheat futures contract for May at the Chicago Board of Trade hit \$6.65 a bushel in fast trading - up from \$6.53 on Tuesday and compared with the all-time high of \$6.45 a bushel set in 1980.

Maize futures also achieved a new peak of \$4.82 by mid-session and the oats market reached its daily permissible limit when it jumped by 10 cents to \$2.68 per bushel.

The surge in prices is being driven by the tightest global wheat stocks since the second world war, a strong export market and concern about the US winter wheat crop.

"Traders pushed feedgrains such as oats higher as they continued to speculate on a shortage in the US. Many US

farmers have also switched their plantings from oats to spring wheat or corn because of the better prices offered by those markets.

Oats planting is also delayed because of wet conditions and some snow on the ground in North and South Dakota in New York.

Mr Strongin added that the additional capacity for growing more crops was a lot lower than most people believed. "Setbacks in acreage in the European Union and US is trivial in terms of global demand."

"The markets will break once we start getting spring wheat crops in but that is still a long way off."

Grain prices have been surging for the past 5 months when the tightness in world stocks started to become apparent.

Analysts say that stocks have now slipped lower than in the mid-1970s.

"Real prices of agricultural

commodities have been falling for the last 40 years - we need a very substantial rise in price if we are going to limit consumption in line with falling supply," said Mr Steve Strongin, commodities research manager at Goldman Sachs in New York.

Mr Strongin added that the additional capacity for growing more crops was a lot lower than most people believed.

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"Real prices of agricultural

## Clouds over Zimbabwe tobacco fields

Tony Hawkins on headaches caused by indigenisation policy and the 5% tax on sales

Good rains and the

way to the bank, but there are the three clouds on the horizon.

One is the land issue, revived in last month's presidential election campaign by President Robert Mugabe. Since taking office 16 years ago, his administration has been promising to expropriate - with some compensation - white-owned farmland for redistribution to the country's black majority. Little has been achieved, but in recent months the president has turned up the heat a few notches, insisting that this time the government really will implement its election promises.

The second, more imminent, problem is the announcement in February of a 5 per cent turnover tax on tobacco sold on the auction floors.

Although the finance bill including this new tax was passed by parliament last month, it has not yet been gazetted and growers hope that last minute representations might just result in a change of heart in government. It is not clear just how this could happen since it would involve the president either over-riding parliament or sending the bill back to be amended.

The chief bone of contention at this stage is that growers are required to pay income tax on the 5 per cent that accrues

to the state. Because the tobacco sales tax is not deductible for income tax purposes, a grower is paying tax on income he never receives.

With prices set to rise 18 per cent, the 5 per cent tax is less than industry-threatening, though ironically it will impact severely on the 8,000 or so black small-scale growers.

These farmers are most vulnerable because their yields are well below those obtained by the large-scale farmers and leaf quality is usually poor too.

The most serious threat to

the industry - or so it seems at this stage - is the activity of a vociferous black businessman, Mr Roger Boko, who has set up the (indigenous) Zimbabwe Association of Tobacco Merchants.

In recent months,

he has

promised to set up a third

tobacco floor - scheduled to

start operations within weeks

- with a capacity of virtually

double the existing crop; he

has set a May "tender" date for

the entire 20m kg crop; and he

has tried to block the award of

a buying licence to the white-

owned merchant company Tri-

bac, thereby bringing himself

into open conflict with the Mr

Denis Norman, minister of

agriculture.

Just how the Boko tender

plan will operate in a market

that is by a handful of interna-

tional buyers, the

auction system may be imper-

fect - to be disrupted by

the indigenisation campaign,

but the signs are that Presi-

dent Mugabe himself will step

into the fray before very much

longer.

It is not going to be easy for

him to come out against those

pushing for tobacco industry

indigenisation. The trick will

be to find a way of appeasing

the lobby for it without dam-

aging confidence in the country's

top export business.

The industry is too big and

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## INTERNATIONAL CAPITAL MARKETS

## Gilts auction bid better than expected

By Samer Iskandar in London and Lisa Branston in New York

International government bonds had a quiet session, with little change in prices, as markets had to absorb new 10-year paper in the UK and Germany, as well as an auction of five-year notes in the US.

Analysts said the dollar's failure to trade through the resistance level of DM1.52 deprived peripheral European markets from the boost they needed to continue outperforming German bonds.

UK gilts saw little volatility, although the £28m auction of 10-year paper was better bid than traders had expected. Bids covered 2.65 times the issue amount, and the tail - the difference between the highest and the average accepted yields - came out at 2 basis points. At the previous auction of the same 10-year gilt, in December 1995, cover was only 1.12 times, and the tail stretched out 11 basis points.

The result was described as satisfactory by Mr Stuart Thomson, chief international economist at Nikko in London. Mr Andrew Roberts at UBS

limited said the difference between the average price at the auction of 95.5 and the market price just before the auction of 96% showed that "large domestic accounts were quite willing to buy - and hold - gilts, provided the price is right". He said buying interest was "limited above the 106 level" on Liffe's long gilt future. This contract closed at 106.4, down 2.

■ Irish bonds continued to perform strongly, with the yield spread of 10-year UK gilts over Irish gilts widening by one basis point to 63 points. The 10-year benchmark, the 8 per cent bond due 2006, closed at 103.16, up 0.08. Mr Roberts of UBS said the momentum behind the recent outperformance was still strong, although the market was "getting close to levels where holders are tempted to take profits".

■ Mixed signals about the strength of the US economy and an auction of \$12.5bn in five-year notes set for later in the day kept US Treasury prices near their levels of late Tuesday in morning trading.

Near midday, the benchmark 30-year Treasury was 1/2 lower at 90.4, to yield 6.772 per cent while the two-year note was unchanged at 99%, yielding 5.925 per cent. The June Treasury bond future was down 1/2 at 110.5.

Traders were hopeful that the afternoon's auction would bring the solid demand seen for Tuesday's two-year notes.

## GOVERNMENT BONDS

In early trading, existing five-year notes were unchanged at 100, to yield 6.922 per cent.

Figures on March durable goods orders were generally interpreted as weak, despite a larger than expected gain in the total. Orders rose by 1.4 per cent, only partially reversing February's 2.3 per cent decline, but economists had forecast a 1.6% rise.

Most of the gains, however, came from a jump in aircraft orders that tend to be volatile and lag broader economic trends. Excluding the transport sector, durable goods orders slipped 1 per cent.

■ Excluding aircraft, the data indicate continued growth in the manufacturing sector, but at a moderate pace," said Ms Marilyn Schaja of Donaldson Lufkin & Jenrette.

German bonds closed slightly higher, as dealers bought bonds to cover short positions they had taken before yesterday's auction of 10-year paper. Liffe's June bond future settled at 97.08, down 0.01, but in the cash market the 6 per cent bond due 2006 ended up by 0.17 to 97.73.

■ French OATs ended a quiet session slightly higher ahead of today's meeting of the central bank's monetary policy council. Maitre's Mr Fox said he believed this market to be the most promising of the Eurozone high yielders, "having moved on the strong tightening of Spanish and Italian spreads" during the last two to three weeks.

He said it was expected the 10-year yield spread to tighten by "at least 20 basis points again" - possibly within a week. This spread stood at 130 points at yesterday's close.

■ Italian bonds ended slightly higher, in line with other Eurozone markets. Liffe's June BTP future settled at 114.03, up 0.06. In the cash market, the 10-year benchmark bond closed at

98.80, up 0.04. The spread over German bonds was unchanged at 35 basis points.

Mr Mark Fox, head of fixed income research at Lehman Brothers, said the convergence pattern has slowed down, which is normal after the recent strong move.

He said Italian short-term interest rates could fall by approximately one percentage point in the near future but warned that short maturities had already "factored in the cuts". Shorter value could be found in "intermediate and long term bonds".

■ Swedish bonds traded in line with bonds, the 10-year benchmark closing up 0.18 at 96.235.

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## Record D-Mark jumbo for Allianz International

By Conner Middleman

The eurobond market was dominated by jumbo offerings - especially in the D-Mark sector, which saw three issues totalling DM15bn.

The highlight was the largest D-Mark issue for a German corporate, a DM1.5bn seven-year offer for Allianz International Finance, the funding arm of Germany's biggest insurance company.

The bonds were priced to yield 22 basis points over bonds and 5 points over domestic mortgage bonds, considered relatively tight given that Allianz is an unrated corporate.

Nonetheless, traders did not expect yesterday's deals to eclipsed the European Investment Bank's return to the market, due today, with a five-year bond of at least DM1bn via Dresdner and Merrill Lynch.

In the dollar market, another jumbo - \$1bn of five-year global bonds for the US Federal National Mortgage Association - met strong demand.

The dollar market has stabilised in recent weeks and investors wanted a new five-year benchmark," said an official at Lehman Brothers, joint lead with Goldman Sachs.

■ Another successful issuer in dollars was ABN Amro Bank, whose \$500m five-year deal saw such demand that its yield premium over Treasuries tightened slightly from the launch spread of 25 basis points.

"The bank hasn't done a public bond issue since the merger five years ago, and we wanted this to be a bellwether institutional transaction," said an official at lead manager ABN Amro Hoare Govett.

The first D-makronominated asset-backed securitisation, L7.750m for SCCR Series One, was collateralised by a \$300m US dollar credit card-backed bond for MBNA, the US credit card company. "We wanted to explore opportunities for a large asset-backed market, so the easiest thing was to take an existing security, repackage it and watch the response," said an official at lead J.P. Morgan.

The coupon is just 1 basis point above three-month Libor, but most FRNs tend to yield below that level.

Merrill Lynch launched an asset-backed float for MBNA Master Trust. The \$637.5m deal will be priced today with a coupon of one-month Libor plus 15 to 16 basis points.

## Mexican Brady offer to test investor confidence

By Richard Lapper

Mexico's offer to exchange up to \$2.5bn in outstanding Brady bonds for a new 30-year dollar-denominated global bond will provide an important test of investor confidence in the country, which is recovering from the financial crisis of early last year.

More broadly, it could also provide clues to the way other Brady bonds - issued by Latin American and some other governments in exchange for distressed commercial bank debt - might be restructured.

The offer, launched last week, is complex but the basic principle underlying it straightforward enough.

In exchange for Brady bonds, which yesterday yielded 341 basis points over 30-year US Treasuries, investors are being offered a new security which will yield at least 225 basis points over Treasuries, with the exact pricing and yield calculation depending on the result of a "Dutch auction" to be held later this month.

At the same time, however, investors who opt to trade in the Brady will assume greater risk. All Mexico's Brady are backed by collateral in the form of 30-year zero-coupon US Treasuries, providing an element of security in the event of default. By contrast, the new global bond provides no such protection.

For many investors this may not be sufficient compensation for holding 30-year Mexican paper; after all, Mexico has defaulted on its debt as recently as 1992.

Other investors could well be interested, however. For those looking for income, the higher coupon is attractive. The new global could have a coupon of

about 12 per cent, for example, compared with just 6.88 per cent for Mexican discount bonds and 6.25 per cent for its par bonds.

Mexican banks are also understood to be keen on the new instrument, partly for this reason and partly because of accounting rules.

Indeed, last week positive sentiment about the deal helped bolster the price of Mexican Brady.

According to West Merchant Bank's secondary market debt price index, by yesterday afternoon Mexico's Brady bonds had risen by 3 per cent since April 15, compared with a 2.3 per cent rise for the index as a whole over the same period.

By contrast, the new global bond gives easier access to Mexican risk through the "stripped yield spread", which is calculated on the price of the Brady less the price of the zero-coupon collateral. The stripped spread on Mexican par bonds stood at 724 basis points over Treasuries and 107 points over 10-year eurobonds.

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## WORLD BOND PRICES

## BENCHMARK GOVERNMENT BONDS

	Coupon	Red Date	Price	Day's change	Yield	Week	Month
Australia	10.000	02/06	108.0228	+0.04	6.78	9.05	9.02
Australia	8.155	08/05	98.2100	-0.03	6.97	6.49	6.66
Australia	7.000	12/04	102.2300	-0.02	6.73	7.20	7.20
Canada	1.500	15/03	100.2100	-0.01	7.73	7.73	7.73
Denmark	8.000	03/06	105.2400	-0.26	7.23	7.67	7.67
France	5.750	03/01	100.8700	+0.12	6.58	5.78	5.74
STAN	7.250	04/08	108.0500	-0.02	6.41	6.89	6.70
OAT	7.250	04/08	108.0500	-0.02	6.41	6.89	6.70
Germany	7.000	03/06	107.2300	-0.01	6.48	6.48	6.48
Ireland	6.000	03/06	106.0000	-0.01	6.58	6.58	6.54
Italy	8.000	02/08	98.8000	+0.04	9.80	10.24	10.45
Japan	No 140	06/01	119.2600	-0.10	2.28	2.40	1.78
Japan	No 180	09/05	97.6400	-0.17	3.38	3.35	3.15
Netherlands	11.000	02/06	107.2100	-0.02	6.41	6.41	6.31
Portugal	11.000	02/06	117.5100	-0.02	6.20	6.20	6.17
Spain	10.150	01/08	106.1700	-0.03	6.14	6.05	6.01
UK Gilt	7.250	12/03	98.1800	-0.02	7.42	7.55	7.40
UK Gilt	7.250	12/03	98.1800	-0.02	7.42	7.55	7.40
US Treasury	10.750	02/08	96.2200	-0.02	9.22	9.22	9.05
US Treasury	10.750	02/08	96.2200	-0.02	9.22	9.22	9.05
ECU (French Govt)	7.000	03/06	104.8800	-0.03	6.00	6.00	5.95
London clearing: "New York mid-day" 100 basis points over 10-year paper by subscription. Prices in £ per £100 nominal value.							
Source: MMS International							

■ BOND FUTURES OPTIONS (LFFE) DM250,000 points of 100%

Series	Calls	Puts	Open Int.
Price	Jun Jul Aug Sep Jun Jul Aug Sep		
7/93	0.65 0.49 0.71 0.64 1.81 1.63 1.68 1.68		
7/93	0.41 0.38 0.54 0.64 1.85 1.65 1.68 1.68		
8/93	0.34 0.24 0.40 0.48 1.74 2.04 2.22 2.30		
8/93	0.26 0.19 0.34 0.40 1.71 1.92 2.08 2.18		
8/93	0.20 0.15 0.26 0.32 1.67 1.87 1.98 2.08		
8/93	0.16 0.12 0.21 0.28 1.62 1.79 1.86 1.94		
8/93	0.13 0.10 0.18 0.25 1.58 1.70 1.76 1.83		
8/93	0.11 0.08 0.15 0.22 1.54 1.66 1.72 1.78		
8/93	0.09 0.07 0.13 0.19 1.50 1.59 1.64 1.69		
8/93	0.07 0.06 0.11 0.17 1.46 1.49 1.53 1.57		
8/93	0.05 0.04 0.09 0.15 1.42 1.45 1.48 1.51		
8/93	0.03 0.02 0.06 0.11 1.38 1.41 1.44 1.47		

## CURRENCIES AND MONEY

## MARKETS REPORT

## Foreign exchange markets go off the boil

By Philip Gash

Currency markets had a quiet day yesterday following the recent spurt in activity prompted by the cut last week in German interest rates and the centre-left victory in the Italian elections.

The dollar moved in a narrow 60 basis point range against the D-Mark, compared to the normal range of 100-130 basis points. It closed in London at DM1.5219, from DM1.518.

Against the yen it finished at Y106.785, from Y106.455.

The D-Mark was generally steadier, and this was reflected in the D-Mark/yen rate.

Although this did at one point dip below Y70 to Y69.85, it later recovered to close at Y70.16, from Y70.12.

The lira had a steadier day after its sharp gains at the start of the week. It finished unchanged at L1.023. The French franc, meanwhile, continued to steam ahead, closing at FF13.377, from FF13.388.

Sterling continued to benefit from D-Mark weakness, rising to a seven month high of DM2.3028, before finishing at DM2.3023. Against the dollar it closed at \$1.5128, from \$1.5144.

The two dominant forces in the market recently are the weakening D-Mark, and the \$/Yen rate, which have issues, but the D-Mark's ability to rally against the yen was an indication that these trends were temporarily in abeyance.

While the dollar retains a large band of bullish followers, there is no shortage of cautionary voices. One factor cited as supporting a firmer dollar is the US's shrinking trade deficit. But Mr Carl Weinberg, chief economist at High Frequency Economics in New

York, said the improvement did not merit a stronger dollar.

"The US deficit on goods and some services is still running at an annualised rate of about \$100 billion a year."

He continued: "For the currency markets, the reduction in the US trade deficit is a lessening of a negative factor, but not necessarily a positive factor... we prefer to think of the dollar's situation as being less bad rather than more good."

Mr Weinberg also hinted that trouble might lie ahead when US asset markets go into reverse. "To finance a current account deficit, a nation must borrow the shortfall from the rest of the world. A good performing stock and bond market helps a deficit country stay afloat. However, heaven help the dollar if the stock and bond markets ever fizz."

Technical analysis also provides grounds for caution. Mr Richard Donaldson, Berkshire based Elliott Wave analyst, said the five wave price

move upwards from Y80 to Y100 was "the clearest signal that mass market psychology is presently over optimistic on the dollar against the yen. A reaction, at least in terms of profit-taking, if not trend change-downwards, is imminent."

Mr Donaldson said he expected the market to "take profits to about the Y84 level by June

- a fall of 18 per cent. What it does after that will be crucial to the long term trend. If the dollar then reverses and breaks through the Y118 level (where the big fall to Y80 started in January 1994) then the long term down trend which started in 1972, or before, may finally have changed upwards."

While sterling's rally looks surprising against the backdrop of a weak government, it does enjoy some theoretical support. Analysis from Merrill Lynch contends that on a purchasing power parity basis, sterling is the most undervalued currency in Europe at the moment and, with the exception of the Canadian dollar, "one of the most undervalued currencies in the industrial world."

The Merrill analysis maintains that sterling and gilts benefit from the fact that the UK may well meet the Maastricht convergence criteria. "If

the Labour party wins the next election and then decides to bring sterling into EMU in 1999, both sterling and gilts would benefit enormously."

Some chartists are also optimistic about the outlook for sterling. Ms Patricia Eliez, analyst at MMS in London, forecasts DM2.35 within six months. She points to the break of the DM2.30 psychological level, the set of higher closes since April 18, and strong base below DM2.25; and the fact that sterling has only recovered 13 pennies of the 60 pennies lost since it exited the ERM in September 1992.

"A 50 per cent retraction of the large move from DM2.72 to DM2.17 is DM2.47," she notes.

**■ OTHER CURRENCIES**

Mr Donaldson said he expected the market to "take profits to about the Y84 level by June

■ POUND SPOT FORWARD AGAINST THE POUND

Apr 24 Closing mid-point Change Bid/offer Day's mid-high Day's mid-low Rate month Rate month Three months Rate month One year Rate Bank of England

Europe (Stoh) 16.1882 -0.0289 912 -0.011 16.2357 16.1870 16.1882 2.8 16.0882 - 104.8

Belgium (BP) 47.3224 -0.0073 808 -0.001 47.4140 47.2370 47.2154 2.7 47.0054 2.7 45.9558 2.2 106.3

Denmark (DK) 8.8747 -0.0111 794 -0.014 8.9537 8.8750 8.8842 2.1 8.9312 2.2 8.9579 2.2 107.8

Finland (FI) 1.0102 -0.0012 737 0.001 1.0102 1.0102 1.0102 0.7 1.0102 0.7 1.0102 0.7 1.0102 1.0 112.3

France (Fr) 7.7554 -0.0012 737 0.001 7.7554 7.7285 7.7285 0.7 7.7554 1.7 7.8087 1.7 106.5

Germany (DM) 2.3023 -0.0038 816 -0.003 2.3030 2.3007 2.2978 2.8 2.2969 2.7 2.2964 2.2 105.4

Greece (Dr) 0.8828 -0.0274 0.403 0.337 0.8745 0.8625 0.8625 0.5 0.8625 0.5 0.8625 0.5 0.8625 0.5

Ireland (I) 0.9892 -0.0013 896 -0.001 0.9899 0.9878 0.9884 1.0 0.9871 0.9 0.9871 0.9 0.9871 0.9 0.9871

Italy (I) 0.8824 -0.0012 737 0.001 0.8824 0.8824 0.8824 0.5 0.8824 0.5 0.8824 0.5 0.8824 0.5 0.8824

Luxembourg (L) 0.8824 -0.0012 737 0.001 0.8824 0.8824 0.8824 0.5 0.8824 0.5 0.8824 0.5 0.8824 0.5 0.8824

Netherlands (NL) 2.5771 -0.0012 737 0.001 2.5771 2.5758 2.5758 2.0 2.5758 2.0 2.5758 2.0 2.5758 2.0 2.5758

Norway (Nkr) 0.8823 -0.0038 753 -0.003 0.8823 0.8819 0.8823 1.1 0.8823 1.1 0.8823 1.1 0.8823 1.1 0.8823

Portugal (Ps) 0.2559 -0.137 567 -0.001 0.2559 0.2545 0.2545 0.5 0.2559 0.5 0.2559 0.5 0.2559 0.5 0.2559

Spain (Ps) 1.0147 -0.027 271 -0.001 1.0147 1.0147 1.0147 1.0 1.0147 1.0 1.0147 1.0 1.0147 1.0 1.0147

Sweden (Sk) 10.2051 -0.0038 965 -0.141 10.2057 10.1737 10.1737 0.0 10.2056 0.1 10.2056 0.0 10.2056 0.0 10.2056

UK (P) 1.0881 -0.0008 946 -0.001 1.0711 1.0641 1.0641 4.1 1.0468 4.1 1.0787 4.1 1.0787 4.1 1.0787

US (D) 1.44488 -0.0003 226 -0.001 1.44488 1.44488 1.44488 0.5 1.44488 0.5 1.44488 0.5 1.44488 0.5 1.44488

■ DOLLAR SPOT FORWARD AGAINST THE DOLLAR

Apr 24 Closing mid-point Change Bid/offer Day's mid-high Day's mid-low Rate month Rate month Three months Rate month One year Rate J.P. Morgan Index

Europe (Stoh) 10.7074 -0.00801 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

Belgium (BP) 31.2800 -0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

Denmark (DK) 5.8865 -0.01035 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

Finland (FIM) 4.4618 -0.00203 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

Germany (DM) 1.2219 -0.00208 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

Greece (Dr) 0.8205 -0.00203 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

Ireland (I) 1.8603 -0.00203 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

Italy (I) 1.0203 -0.00203 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

Luxembourg (L) 1.0203 -0.00203 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

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Sweden (Sk) 1.0203 -0.00203 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

UK (P) 1.0203 -0.00203 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

US (D) 1.0203 -0.00203 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

■ YEN SPOT FORWARD AGAINST THE YEN

Apr 24 Closing mid-point Change Bid/offer Day's mid-high Day's mid-low Rate month Rate month Three months Rate month One year Rate Bank of Japan

Europe (Stoh) 10.7220 10.6986 0.00887 2.2 10.6469 2.3 10.6469 2.3 10.6469 2.3 104.8

Belgium (BP) 31.2800 31.2000 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

Denmark (DK) 5.8865 5.8865 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

Finland (FIM) 4.4618 4.4618 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

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Luxembourg (L) 1.0203 1.0203 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008 0.008

Netherlands (NL) 1.0203 1.0203 0.008 0.0







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## **WORLD STOCK MARKETS**

# When Rockwell isn't powering the Shuttle into space it's delivering just-in-time sunroofs in 136 minutes



#### US INDICES

*4 pm close April 24*

**NEW YORK STOCK EXCHANGE COMPOSITE PRICES**

If the business decisions are yours,  
the computer system should be yours.

<http://www.hp.com/go/computing>

1. *Leucosia* (Leucosia) *leucosia* (L.) (Fig. 1)

49 HEWLETT-PACKARD

**Continued on next page**



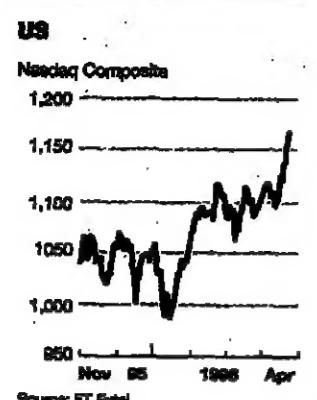
## AMERICA

# Strong earnings data help technology sector

## Wall Street

Another spate of strong earnings helped technology shares continue their steady march higher in early trading, while broader indices lost ground, writes Lisa Bransten in New York

Although Compaq Computer trades on the NYSE, its stronger than expected quarterly earnings and positive outlook



Source: FT Estat

for the personal computer sector helped the Nasdaq composite to a 5.90 points gain at 1,172.66 near 12.30pm. The Pacific Stock Exchange technology index added 1 per cent. Compaq was up 3% or 9 per cent.

Digital Equipment added another 32% to the 4% it jumped on Tuesday after its healthy earnings report. Hewlett-Packard moved ahead 3% to \$106.

Internet-related companies were boosted by a healthy report from Netscape Commun-

ications, which leapt \$6 or 9 per cent to \$67 after reporting earnings of 6 cents a share, 2 cents above estimates.

The American Stock Exchange/Interactive Week index of interactive stocks rose 1.7 per cent.

A few disappointing results weighed on other broader indices. At 12.30pm the Dow Jones Industrial Average was off 37.23 at 5,851.37, the Standard & Poor's 500 had eased 1.63 to 649.20 and the American Stock Exchange composite lost 1.30 at 593.43. Volume on the NYSE was 36m shares.

Wal-Mart, a component of the Dow, tacked a loss of 1% to the 5% it fell on Tuesday after revealing earnings just shy of analysts' expectations, bringing the shares to \$58.7. Du Pont, another Dow component, dipped 1% to \$83.86 after announcing operating earnings of \$1.61, in line with market expectations.

GoodYear Tire & Rubber, also in the Dow, hardened 5% to \$50 following earnings of 38 cents a share. 2 cents ahead of estimates. USAir gave up 5% or 4 per cent at \$15.6 after reporting a first-quarter loss of 33 cents a share.

## Canada

Toronto edged lower in mid-session trade, pausing after Tuesday's record high close, and the TSE 300 was 6.64 softer by noon at 11,130.10 in volume of 82.5m shares.

BCE remained in the spotlight, rising 75 cents to \$63.70. Analysts said that the company was hitting new highs on expectations of strong quarterly earnings and on specula-

tion that the telecommunications giant was looking for a partner, or for acquisitions.

Diamond Fields Resources gained 30 cents at \$34.60.

Potash Corp advanced C\$1.80 to C\$87.80 on stronger than expected earnings.

## Latin America

MEXICO opened lower due to a fall in Telmex shares, and after a sharp drop in domestic interest rates that was expected, to and the peso's recent pull back.

However, the market regained its stability and by late morning the IPC index was up 15.02 at 3,233.86.

Buenos Aires was little moved by midday as investors awaited the appearance before a special committee of Mr Domingo Cavallo, the economy minister.

The Merval index was down 1.74 points at 550.22.

SAO PAULO was aimless at mid-session, with the Bovespa index up 13.84 points at 50,533.

## SOUTH AFRICA

Johannesburg's industrial shares stumbled lower after their recent strong performance as local investors took profits and foreigners became cautious in view of the market's recent volatility.

Golds put in a weak performance, in line with industrials and as a million slipped below the \$391 level. The overall index fell 3.3 to 6,380.6, industrials lost 57.9 at 5,456.9 and golds finished 18.5 weaker at 1,839.70. De Beers dipped R1.50 to R134.50 and Randbrandt lost 50 cents at R35.75.

## ASIA PACIFIC

## EUROPE

# Philips up, reports 30% decline in Q1

Philips announced a 30 per cent fall in first-quarter profits in AMSTERDAM, but this was broadly in line with analysts' expectations and the shares gained F1.140 at F1.61.20. The AEX cruised to another record, putting on 1.63 to 553.86, having hit an intra-day record high of 556.55.

The view on Philips was that a difficult first half of 1995 had been expected and it was anticipated that the second half would be better. Analysts noted, however, that the semiconductor division had performed badly, with operating profit dipping by 26 per cent.

Potigas receded F1.450 to F1.97.07 as it was rumoured that it had withdrawn its interest in acquiring the MGM studio in Hollywood.

Pahokash shed F1.250 to F1.25.88 after the tank storage and shipping group announced that first-quarter results had been disappointing and the trend was likely to persist. The SMI index rose 2.1 to 3,668.4.

Roches fell in immediate reaction to the company's results and dividend news, but picked up to close SF1.35 higher at SF1.830. The 18 per cent increase in net profits proved in line with expectations, but

PARIS made a healthy gain with Carrefour, the supermarket group, hitting a record peak in very high volume. The CAC-40 index rose 10.12 to 2,122.10 as Carrefour added FFr29 at FFr3.95.

Dealers noted that a block trade was made in the retailer, accounting for nearly 1 per cent of the capitalisation, while the company also said it was making a one-for-two bonus issue.

Analysts said the market had been impressed by Carrefour's overseas expansion plans, released last week, which would help the company overcome weakness in the domestic sector. Club Med rose FFr27 at FFr3.99 on positive bonus levels.

Holzmark firmed F1.20 to F1.25.88 after the tank storage and shipping group announced that first-quarter results had been disappointing and the trend was likely to persist. The SMI index rose 2.1 to 3,668.4.

Roches fell in immediate reaction to the company's results and dividend news, but picked up to close SF1.35 higher at SF1.830. The 18 per cent increase in net profits proved in line with expectations, but

FT-SE Actuaries Share Indices									
Apr 24	High/Low	THE EUROPEAN SERIES							
		Open	10.30	11.00	12.00	13.00	14.00	15.00	Clos
FT-SE Standard 100	1,693.52	1,693.48	1,693.71	1,693.13	1,693.59	1,694.21	1,693.71		
FT-SE Standard 200	1,725.85	1,726.23	1,725.84	1,725.81	1,725.81	1,725.74	1,725.07		
Apr 23	704.22								
Apr 19									
Apr 18									
Apr 17									

FT-SE Standard 200: 1,692.48 1,691.77 1,693.01 1,692.24 1,694.55

FT-SE Standard 100: 1,723.74 1,723.29 1,719.69 1,720.28 1,720.50

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